

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 15 November 2023

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

Interim General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Panel held on 13 September 2023
(Pages 1 - 8)

Interim General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 13 September 2023 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 12)

Interim General Counsel

The Panel is asked to note the updated actions list.

5 Safety Risk Management on TfL Services - Following the Sandilands Tram Overturning Sentencing (Pages 13 - 24)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report and make any suggestions to further improve safety performance.

6 Implementation of the Corporate Environment Plan - Capital
(Pages 25 - 38)

Chief Capital Officer

The Panel is asked to note the paper.

7 Developing our Employee Value Proposition (Pages 39 - 42)

Chief People Officer

The Panel is asked to note the paper.

8 TfL Change Landscape Update (Pages 43 - 46)

Chief People Officer

The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.

9 Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1) (Pages 47 - 52)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.

10 Safety, Health, Wellbeing and Environment (SHE) Culture Programme (Pages 53 - 58)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

11 Work-related Violence and Aggression (Pages 59 - 64)

Chief Operating Officer

The Panel is asked to note the paper.

12 Ultra Low Emission Zone Update (Pages 65 - 68)

Chief Customer and Strategy Officer

The Panel is asked to note the paper.

13 Responsible Procurement (Pages 69 - 78)

Chief Finance Officer

The Panel is asked to note the paper.

14 Our Colleague Quarterly Report (Pages 79 - 88)

Chief People Officer

The Panel is asked to note the report.

15 Safety, Health and Environment Report - Quarter 2 2023/24
(Pages 89 - 122)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

16 Safety, Health and Environment Assurance Report (Pages 123 - 134)

Director of Risk and Assurance

The Panel is asked to note the report.

17 Members' Suggestions for Future Discussion Items (Pages 135 - 138)

Interim General Counsel

The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

18 Any Other business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

19 Date of Next Meeting

Wednesday 21 February 2024 at 10.30am

20 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

21 TfL Change Landscape Update (Pages 139 - 156)

Exempt supplemental information relating to the item on Part 1 of the agenda.

22 Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1) (Pages 157 - 162)

Exempt supplemental information relating to the item on Part 1 of the agenda.

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Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.30am, 13 September 2023

Members

Dr Lynn Sloman MBE (Chair)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Marie Pye

Executive Committee

Howard Carter	General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

Staff

Christina Calderato	Director of Transport Strategy and Policy
Andrew Morsley	Director of Operational Planning
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Quality, Safety and Security Assurance
Alexander Tallon	Senior Safety Strategy Manager (for Minute 40/09/23)
James Varley	Secretariat Officer
Jonathan Wharfe	Director of Procurement and Commercial, Operations

Also in attendance

Catherine Barber	Assistant Director, Environment and Energy, Greater London Authority
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34/09/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Dr Nina Skorupska CBE (Vice Chair), Bronwen Handyside and Mark Phillips. The meeting was quorate.

Glynn Barton, Chief Operating Officer was also unable to attend the meeting and was represented by Andrew Morsley.

The Chair welcomed everyone to the meeting. The meeting was being broadcast live to TfL's YouTube channel, to ensure the public and press could observe the proceedings and decision making.

This was Howard Carter's last meeting of the Panel as he was retiring from TfL at the end of September. While Members had expressed their thanks at the recent TfL Board meeting, the Chair, on behalf of the Panel, thanked him once again for all the wise counsel and advice he had provided to Members over the years and wished him the very best for the future.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

35/09/23 Declarations of Interests

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no other interests to declare that related specifically to items on the agenda.

36/09/23 Minutes of the Meeting of the Panel held on 24 May 2023

The minutes of the meeting of the Panel held on 24 May 2023 were approved as a correct record and the Chair was authorised to sign them.

37/09/23 Matters Arising and Actions List

Howard Carter introduced the paper, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated actions list.

38/09/23 Safety, Health and Environment Report – Quarter 1 2023/24

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 1 of 2023/24 (1 April to 24 June 2023).

The Panel was updated on the sentencing hearing in relation to the tram overturning at Sandilands, Croydon on 9 November 2016. TfL and Tram Operations Limited had received fines of £10m and £4m respectively. TfL had delivered robust and lasting safety improvements and continued to review its operations and work with the wider tram industry to ensure that it would have the safest possible network and to prevent such a tragedy occurring again. TfL had reflected on the judge's sentencing remarks and an update would be provided at the next meeting of the Panel.

The inquest into Christian Tuvi's death at Waterloo Underground station on 18 September 2019, had taken place in June 2023. The Coroner had issued a Prevention of Future Deaths report in which issues relating to the provision of training to the operatives of TfL's contractor, KONE were mentioned. This has been addressed and is resolved. Contractor safety culture was always a focus for TfL and was embedded in contractual relationships at the procurement stage and as part of ongoing conversations, in the form of clear roles, responsibilities and accountability.

In Quarter 1, 23 people had been killed on TfL's road network and a further 919 seriously injured. TfL was focussing on speed reduction. To date, 142km of the TfL road network was subject to a 20mph speed limit and a total of 220km were due to be delivered in two years in the accelerated delivery programme. A Vision Zero summit was due to be held on Monday 18 September 2023 and the Meal and Grocery Delivery Motorcycle Road

Safety Charter had been launched to encourage safer behaviours in the delivery sector. A copy of the charter would be provided to Members. **[Action: Lilli Matson]**

Slips, trips and falls were a long-standing issue across the network, with 39 incidents in the quarter. Members noted that during periods of limited escalator availability, in line with evacuation priorities and procedures, escalators operated in an upward direction, with customers using stairs to descend. It was not known if this had an impact on rates of customer injury.

Robust data was not currently available on injury rates due to e-scooter collisions; however, the TfL hire scheme did retain data and further information would be provided to Members. **[Action: Lilli Matson]**

In Quarter 1, there were 1,186 incidents of workplace violence and aggression reported in all modes, with fare evasion a significant factor. Activities, including the mandating of body-worn cameras, were being rolled out to reduce violence and assist in prosecutions.

The Panel welcomed the work that had taken place to implement the extension of the Ultra Low Emission Zone on 29 August 2023, which would ensure five million more Londoners could breathe clearer air.

The Carbon Literacy programme for staff had received positive feedback from participants. The aim was to train 3,000 colleagues by the end of 2023/24, with 1,000 having already received training.

In response to a request from Members, TfL's CO₂ emissions data, shown in the data annex, would include a longer term forecast trajectory in future reports. **[Action: Lilli Matson]**

The Panel noted the report.

39/09/23 Road Safety – 20mph in London

Alexander Tallon introduced the paper, which provided an update on the delivery of the Lowering Speed Limits programme in London, a major part of which was the implementation of 20mph limits but also included work to reduce limits from 50mph to 40mph and from 40mph to 30mph.

TfL was leading a multi-agency approach. Lowering speeds was an essential part of Vision Zero. Rollout of the reductions was supported by enforcement, education and communication activities.

The Metropolitan Police Service provided enforcement of the limits. It was acknowledged that transferring enforcement powers to the relevant London boroughs could deliver benefits, although there were legal implications, and the Department for Transport's view was that it should remain a function of the police force. TfL would continue to monitor the situation.

The Panel noted that compliance was best achieved through a shift in culture and behaviours, although this did not negate the need for robust enforcement. Road users needed to be encouraged to see 20mph as the normal driving speed. Communication

and engagement work was targeting different road user groups to promote safer behaviours.

The methodology used for the programme considered a number of factors but in general, the 20mph limit would be applicable to areas where people lived, worked or played.

The Panel had previously seen TfL's work on the link between deprivation and road safety. Officers were considering how investment could be directed towards prioritising areas with higher levels of deprivation.

TfL was in discussions with officers in outer London boroughs to increase their understanding of the benefits of reduced speed, as well as providing advice on policy engagement.

The Panel noted the paper.

40/09/23 TfL Corporate Environment Plan – Operations

Andrew Morsley introduced the paper, which provided an update on how the key themes of the Corporate Environment Plan (CEP) were being embedded by the TfL Operations team.

Implementation of the CEP was taking place through investment activity to decarbonise operations, build resilience to climate change and develop green infrastructure. The targets set out in the CEP were being built into the daily work of TfL.

There were various strands to the implementation of the CEP. Staff engagement was essential through the Carbon Literacy programme, sustainability training and use of environment leads. Decarbonisation work included the continued expansion of the zero-emission bus fleet, upgrading of lighting systems to use LED technology, decarbonisation of buildings, energy management and the phased removal of internal combustion engine vehicles from the fleet.

Climate change adaptation included the introduction of sustainable drainage systems to reduce or slow the progress of water into overwhelmed drainage systems and robust plans and procedures were in place for adverse weather conditions.

Green infrastructure was being assessed, using modelling and data science to understand levels of vegetation and tree cover on the estate. Wildflower planning and tree planting was also taking place.

TfL was committed to reducing and ultimately ending its use of pesticides and glyphosates in line with the Mayor's London Environment Strategy.

Communication and promotion of activities also took place to ensure staff and customers were aware of the work being done by TfL.

The Panel noted the paper.

41/09/23 Initiative to Promote Women in the Bus and Coach Industry Update

Dr Lynn Sloman MBE introduced the paper, which provided an update on the ongoing action to promote women in the bus and coach industry.

The Panel noted the paper.

42/09/23 Our Colleague Quarterly Report

Fiona Brunskill presented the update on key activities across the Chief People Officer Directorate for the period of June to September 2023. The report had been subject to a change of name to better reflect the broader work activities that took place across the Chief People Office.

The report covered the following key areas: Our Colleague Strategy; creating a culture of inclusion; supporting everyone to achieve their work ambitions, an attractive and fair employee offer; and the Our TfL Programme.

Several deep dives had taken place for Action on Inclusion for senior management. These had been received positively by participants. The Inclusion Matters course was due to be launched for all colleagues, which would give staff an opportunity to talk about what inclusion means and to learn about active listening. The purpose was to help people understand and make everyone feel that they belonged at TfL.

Leadership development and how TfL supported everyone to achieve their ambitions was covered in the next item on the agenda.

Over 270 graduates, apprentices and interns had been welcomed to TfL on 11 September 2023. This was the largest intake to date.

On 7 July 2023, 21 students had graduated from the Steps into Work programme, and 70 per cent of the previous cohort had progressed into employment within or outside of TfL.

The Approach to Reward was under development and an update would be presented to a future meeting. This would also feed into ongoing work to understand and develop a strategy to reduce reliance on non-permanent labour. The Employee Value Proposition was also developing and would be presented to a future meeting.

A target had been set for senior management to reflect economically active Londoners by 2030. This was a phased target, and it was noted that the retention of staff while maintaining representativeness was a challenge as external organisations were often able to recruit from TfL by offering substantially higher salaries.

Tracking would take place to assess progress against the key areas for the Chief People Office.

The Panel noted the report.

43/09/23 Leadership Development at Transport for London

Fiona Brunskill introduced the item, which set out the approach taken to developing TfL's people leaders and aspiring leaders; and to build a strong culture of good people leadership, which was a key deliverable in TfL's Colleague Strategy.

Leadership development would help TfL become a values led organisation in which leaders are able to make decisions based on judgement rather than previous practice. Leaders needed to be provided with more bespoke opportunities that better reflected their leadership journey. Individuals were empowered to make their own decisions in terms of their needs and aspirations. For more formalised programmes, applications were being encouraged from under-represented groups.

One of the principles of the Our People Leaders Framework was creating a caring, inclusive sustainable and safe working environment. Leaders would need to complete a module about leading inclusively.

The annual Viewpoint colleague survey was not considered to be agile or appropriate for providing feedback for the specifics of personal development and an appropriate mechanism for feedback needed to be developed.

The Panel noted the paper.

44/09/23 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the paper, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – 'Inability to deliver safety objectives and obligations' and Enterprise Risk 3 (ER3) – 'Environment including climate adaptation'. Information was also provided on Enterprise Risk 6 (ER6) – 'Deterioration of operational performance' and Enterprise Risk 4 (ER4) – 'Significant security incident' as they correlated to ER1.

The Panel noted the non-audit work carried out in Quarter 1 of 2023/24 (1 April to 24 June 2023), which provided TfL with the intelligence it needed from risk and assurance principles outside the constraint of an audit.

The Quarter 3 and Quarter 4 of 2023/24 audit programmes content have been agreed, particularly around climate change content.

The number of overdue actions had fallen since the same quarter last year. The number of Chief Operating Office overdue actions over 61 days had been reduced to six since publication of the report. Half of those related to heritage trains and were a complex piece of work. The Panel would receive an update on those actions at the next meeting.

[Action: Mike Shirbon]

The Panel noted the paper.

45/09/23 Members' Suggestions for Future Agenda Discussions

Howard Carter introduced the current forward plan for the Panel.

The Panel noted the forward plan.

46/09//23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

47/09/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 15 November 2023 at 10.30am.

The meeting closed at 12.35pm.

Chair: _____

Date: _____

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Date: 15 November 2023

Item: Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Panel

Contact Officer: Andrea Clarke, Interim General Counsel
Email: andreaclarke@tfl.gov.uk

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Safety, Sustainability and Human Resources Panel Actions List (to be reported to the meeting on 15 November 2023)

Actions from the meeting held on 13 September 2023

Minute No.	Description	Action By	Target Date	Status/note
38/09/04(1)	<p>Safety, Health and Environment Report – Quarter 1 2023/24 A copy of the Grocery and Meal Delivery Company Road Safety Charter would be provided to Members.</p>	Lilli Matson	4 October 2023	Completed. Document sent to Members on 4 October 2023.
38/09/04(2)	<p>Safety, Health and Environment Report – Quarter 1 2023/24 Injury data relating to the e-scooter hire scheme would be provided to Panel Members.</p>	Lilli Matson	15 November 2023	<p>Completed. Information is available on TfL website: https://content.tfl.gov.uk/london-escooter-rental-headline-metrics-trial2-period1-25-september-to-22-october-2023.pdf</p>
38/09/04(3)	<p>Safety, Health and Environment Report – Quarter 1 2023/24 TfL's CO2 emission data shown in the data annex, would include a longer term forecast trajectory in future reports</p>	Lilli Matson	21 February 2024	Data will be provided in the data annex to the Quarterly Report to the February 2024 meeting.
44/09/23	<p>Safety, Health and Environment Assurance Report The Panel would receive an update on outstanding actions relating to the audit of heritage trains.</p>	Mike Shirbon	15 November 2023	A verbal update will be provided at the meeting.

Actions from previous meetings.

Minute No.	Description	Action By	Target Date	Status/note
25/05/23 (1)	Human Resources Quarterly Report: Leaver Survey An update on the leaver survey would be provided to the Panel once a suitable dataset had been developed.	Fiona Brunskill	May 2024	Update to be provided in spring 2024.

Date: 15 November 2023

Item: Safety Risk Management on TfL Services

This paper will be considered in public

1 Purpose

- 1.1 Transport for London (TfL) and Tram Operations Limited (TOL) both pled guilty to offences under Health and Safety legislation in relation to the Sandilands tram tragedy. The memory of that day in November 2016 continues to serve as a constant reminder of the need to put safety at the heart of everything we do and our thoughts remain with those involved in the crash and their friends and families.
- 1.2 In the wake of Mr. Justice Fraser's remarks at the sentencing hearing on 27 July 2023, and a further review of our approach to safety, this paper summarises lessons and action areas identified. It begins with an overview of our approach to managing safety risks and improving safety performance.
- 1.3 Following the Sandilands tram tragedy on 9 November 2016, investigations were carried out by the Rail Accident Investigation Branch (RAIB) and TfL. These led to recommendations to address the immediate and specific causes of the tragedy that had been identified by the investigations. Examples of action taken as a result included changes to infrastructure such as signing and CCTV, innovative devices to prevent trams from over-speeding at higher risk locations, fatigue detection equipment designed to monitor driver alertness and the development of a tram-specific risk model. A full description of these recommendations and the actions we have taken in response was provided to the Panel on 22 January 2018 and to the TfL Board on 18 September 2019. The Office of Rail and Road (ORR) has confirmed that it is satisfied that the RAIB recommendations relevant to TfL have been implemented and has not raised further issues to date.
- 1.4 The sentencing remarks of Mr. Justice Fraser emphasised not just the immediate and specific causes of the crash but also stated that underlying systemic, cultural, and organisational factors were present in tram operations at the time of the tragedy. These factors hampered the ability to manage the inherent derailment risk in the geometry of the curve at Sandilands.
- 1.5 Since 2016, TfL has taken steps to further improve safety risk management across all its modes, key elements of which are described in this paper. However, in light of the Court's comments, and in order to continue to learn and improve, we have carried out a further exercise to identify any additional actions necessary to provide assurance to ourselves, our Board and external stakeholders that appropriate systemic controls are in place in the wider TfL business.

- 1.6 This paper summarises the results of that exercise and sets out specific time-limited actions necessary to further strengthen systemic controls.

2 Recommendation

- 2.1 **The Panel is asked to note the report and make any suggestions to further improve safety performance.**

3 Managing Safety Risk

- 3.1 TfL is clear in its public commitments to put safety at the heart of our operations. We have set an ambitious Vision Zero target for safety improvement, and public transport remains the safest way to travel in London. Our approach is necessarily based on an unrelenting focus on safety and the need for multiple lines of defence to control the risks that arise from operating transport services. Our approach is also based on combining strategic and structural improvements alongside active assurance of safety and continuous learning.

Pan-TfL Strategic and Structure Improvements to Safety Management

- 3.2 Since 2016, we have introduced several strategic improvements that build on previous arrangements.

Clear Accountabilities, Governance and Decision-taking

- 3.3 In addition to external regulation by our safety regulators including the Health and Safety Executive and the ORR, we ensure that there are relevant layers of internal scrutiny and challenge around safety. The Panel will be aware that ultimate oversight of our performance is provided by the Board. Under the Board structure the Panel provides specific scrutiny and advice on our safety performance.
- 3.4 In 2022, we restructured our Executive Committee meetings to develop a dedicated Safety Exco meeting. The Safety Exco is co-chaired by the Chief Safety, Health and Environment (SHE) Officer and the Commissioner. It meets every eight weeks to review strategic trends in both lagging and leading indicators and to discuss specific improvement projects. The Safety Exco also acts as the pan-TfL Safety Change Assurance body for any changes to standards or practices affecting more than one of TfL's operational areas.
- 3.5 Under that overarching structure, each Chief Officer has their own regular SHE meeting as well as scrutinising safety in their performance meetings. Each operational mode additionally has their own Safety Change Assurance process governing proposed changes that affect them specifically and are relevant to their operational duties.
- 3.6 This structure of three layers from the Executive to Chief Officers to individual operational Directors mirrors our overall risk management framework which consists of:
- (a) Level 0 enterprise risks, governed by the Executive Committee, of which Enterprise Risk 1 focuses on Safety and is presented to the Panel annually;

- (b) Level 1 risks, in the case of safety governed by Safety Exco, which describes the pan-TfL risks and controls necessary to manage safety;
 - (c) Level 2 risks, setting out specific categories of hazards (e.g. fire) as they apply to individual parts of TfL's operations; and
 - (d) Workplace and Customer Risk Assessments designed to support risk identification and mitigation around specific tasks or sites.
- 3.7 In 2020, we restructured our Health, Safety and Environment function to the new SHE Directorate, with the remit to 'advise, support and hold to account' the business in discharging their responsibilities under law and our policy objectives. The Chief SHE Officer works to ensure that safety is championed at the executive level and to provide a perspective independent of delivery management structures. The SHE Directorate combines a number of functions and has dedicated Business Partners who work closely alongside individual business areas and operating modes.

Making Safety Easy

- 3.8 Within that overall Governance and Risk Management framework it is key that individuals are clear on their specific personal accountabilities in law and in the way that we manage and mitigate safety risk.
- 3.9 The foundation of this is our SHE Management System (SHEMS). While some individual transport modes are required under The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) to have their own safety management systems, the SHEMS provides the overarching TfL-wide set of controls. In June 2023, we completed a project to update SHEMS, simplifying and deduplicating the system and moving it entirely onto an interactive digital platform. This has a number of direct benefits:
- (a) making it easier and quicker to navigate and find the necessary instructions and advice;
 - (b) enabling us to embed decision-support tools (for example whether health surveillance is required for particular groups of workers) and 'bite-size' training;
 - (c) enabling us to track use of the system;
 - (d) enabling effective version control so that users always have access to the latest advice; and
 - (e) enabling the system to be configured around particular types of role, meaning that the most relevant information is served up directly.
- 3.10 Having updated the SHEMS format and platform, we are now moving into a phase of continuous improvement regarding particular topics.

- 3.11 It is critical that as well as setting out requirements in SHEMS we also seek the necessary assurance that safety procedures are being followed. We operate a 'Three lines of assurance' approach where checking is carried out by:
- (a) responsible managers (Line 1);
 - (b) SHE Business partners, the Quality Safety and Security Assurance Team and others (Line 2); and
 - (c) Internal Audit (Line 3).
- 3.12 These assurance checks are internal and in addition we also commission external expert advice in areas of key importance or risk, for example rail modernisation programmes and bus safety. We also maintain regular dialogue with our regulators to ensure we are on track.
- 3.13 Where we contract or commission services from other transport providers, we carry out a variety of independent SHE assurance checks – by the SHE team and/or the General Counsel team. These include regular SHE assurance visits by the SHE team of our bus operators, and annual General Counsel audits of our rail modes (both of the TfL team and of our suppliers), including trams. These independent checks allow us to ensure that the TfL team and our suppliers are meeting their legal safety requirements (as set out in law and in the contract), as well as focusing on specific issues should we consider that necessary. These checks are additional to continuing dialogue between our teams and our suppliers where safety is routinely discussed and good practice and learnings shared. For example, we share safety improvement initiatives between teams and work together on improvement plans and London Trams reviews the industry-wide Trams Safety Risk Model annually and use this to create an annual TfL-TOL Joint System Safety Improvement Plan for the tramway.
- 3.14 Since 2021, we have been implementing a programme of developing a digital assurance tool (IAuditor) and providing digital checklists to cover the most common safety inspections and checks. By digitising our Assurance activity we have:
- (a) made it easier to complete assurance checks and capture supplementary information, such as photos;
 - (b) enabled assurance to link directly to fault reporting systems, enabling a more seamless response to any faults identified;
 - (c) enabled managers to schedule first line assurance checks which are 'pushed' to individuals and for the manager to see whether those checks have been completed; and
 - (d) enabled us to extract data from the system around the level of safety assurance, any trends in fault reporting etc, which can act as leading indicators.

- 3.15 The iAuditor system rollout is substantially complete and we are transitioning into a process of embedding its use.
- 3.16 Risk Assessment is central to our ability to mitigate and control risks and we have a wide range of tools in use to support risk assessment including Quantified Risk Assessment models, specialist topic assessments and generic assessment frameworks.
- 3.17 As we complete the SHEMS and iAuditor projects we are beginning a further project to update our guidance on risk assessment and to develop an updated risk assessment tool. Similar to iAuditor, it is intended that this should simplify the risk assessment process, enable tracking of risk assessment review dates, help identify gaps and enable easier communication of instructions to manage risk. This project is currently at the stage of identifying lessons from our current system and will continue into next year.
- 3.18 Overall, our approach to providing safety tools at a strategic level is to simplify, to digitise and to enable them to be configured to make the relevant information easy to find and act upon.

Consistent Good Practice

- 3.19 TfL's different delivery models, and the evolution of the organisation, means that we have different risk methodologies and processes for different TfL modes. In many instances services under the roundel are provided by contractors, e.g. the Docklands Light Railway (DLR), London Overground, Elizabeth line, the Cable Car, Trams, London bus et al and in construction projects. The Health and Safety at Work etc. Act 1974 and other health and safety legislation and regulations set out the legal duties on us and our contractors in those differing circumstances. More detail is provided below about our operational oversight of these and other services.
- 3.20 Since 2022, we have been working to establish a more standardised set of contract requirements for SHE performance. It is intended that this will assist with clarifying accountabilities between us and our contractors and, over time, reduce complexity as requirements become increasingly consistent between contracts. In the first instance we are piloting this approach with contractors in the construction and projects domain and those new requirements were launched in early October 2023.

Safety Culture

- 3.21 Tools and procedures will not be effective if people do not want to, or do not feel empowered to, use them effectively. As well as the simplification and digitisation described above, core to improvements in safety performance will be the safety culture of the organisation as articulated and demonstrated by leaders and as evident in the behaviours of our people and suppliers.

- 3.22 In 2021/22, we developed a specific SHE Cultural Maturity Model (CMM). This allows us to define and, crucially, measure current SHE culture as a basis for targeted improvement planning. This initiative is part of a wider SHE Culture programme that includes SHE Leadership, measures to build psychological safety and trust, and measures to ensure we take a just and fair approach to safety matters, encouraging and facilitating people's willingness to raise concerns.
- 3.23 The CMM was piloted across a range of areas in 2022. Following evaluation of the pilot we are now rolling out a series of CMM surveys in areas across TfL including Bus Operations, London Underground Customer Operations and parts of Capital. All SHE Business Partners will receive training on the CMM during 2023/24 and the CMM assessment will then be used by them to work with each business area and develop an improvement plan for that area that responds to the findings of the CMM survey. We will continue to share best practice on building strong safety culture with our supply chain.
- 3.24 Finally, we also have other continuing measures in place to encourage our people to bring forward any concerns or safety issues. We subscribe to the CIRAS confidential reporting service and ensure the service is available and promoted both to directly employed staff and to London bus operator employees. The CIRAS service is independently run and allows our people to raise safety or other concerns anonymously. Additionally, we have full structure of consultation and meaningful engagement with our recognised Trade Union colleagues in a range of Health and Safety forums allowing issues to be raised and addressed collectively.

Acting on Opportunities to Improve

- 3.25 We have a number of measures in place to ensure that we act when we have opportunities to improve.
- 3.26 Whenever a serious incident or high potential near-miss occurs, Directors are required to trigger a local investigation, or in the most serious instances an internal Formal Investigation. Formal Investigations are led by trained investigators supported by the SHE team. Lessons-learned summaries of our Formal Investigations have been routinely created since 2021 and circulated widely within the organisation. Action delivery is actively tracked and reported to the Safety Exco.
- 3.27 We capture information about incidents involving our services into the IE2 and IRIS (for bus) safety incident reporting systems. This provides a growing evidence base from which we identify strategic trends, underlying causal factors and high-risk locations in order to develop strategic and local improvement plans. We are in the process of upgrading the safety incident reporting system to bring all safety data into a single system and to improve the flow of information from our contracted service providers. This will enable us to generate greater insight and give us a stronger view of precursors and leading indicators.

3.28 We have also increased the visibility of customer safety reporting. Since 2018 customer feedback obtained via our web-form or contact centres can be tagged as safety-related when appropriate, to distinguish safety from other customer concerns or correspondence. SHEMS contains clear instructions for how to handle customer safety complaints and set out accountabilities and routes for rapid escalation of those that may be safety critical.

The operational assurance of contracted services

3.29 We recognise that, to provide a safe working environment for our customers, colleagues and members of the public, we must work closely with the organisations who provide services on our behalf. We also recognise the importance of working with partners/suppliers who are committed to working with us to deliver our Vision Zero goals.

3.30 Prior to letting any concession or contract, we carry out a detailed assessment of the suppliers' safety history, experience, competence and approach. Our new standardised set of contract requirements for SHE performance for construction and project suppliers (noted above) will help us deliver our SHE goals.

3.31 We carry out regular SHE assurance of our operations, including contracted services. The areas we focus on depend on the nature of the operations and activities, and the safety risks associated with those activities.

3.32 We have regular discussions about safety with the supplier organisations who operate services on our behalf. The format of these discussions varies across TfL modes, but the principles of the discussions are similar:

- (a) our suppliers present data concerning their safety performance and we discuss significant safety incidents and/or trends in safety performance;
- (b) our suppliers are encouraged to raise safety issues or concerns at these meetings so that we can work in partnership to resolve these issues; and
- (c) we discuss emerging risks, often sharing relevant safety-related information, such as Investigation Reports, Briefing Notices, Safety Alerts or bulletins from other parts of TfL or the transport industry.

3.33 Our frontline colleagues, such as bus station controllers or pier controllers, are also equipped with the tools to act as the first line of defence and able to raise observations and feedback in relation to day-to-day safety performance and issues relating to an operator's safety performance when directly interfacing with our sites.

3.34 Where we have concerns about safety incidents or performance, relevant members of TfL Executive Committee will meet their Executive counterparts in our supplier team to ask for appropriate assurance and evidence that risks are being appropriately managed.

4 Learning from the Sandilands Tragedy

- 4.1 In sentencing TfL and TOL in July 2023, Mr. Justice Fraser referred to a number of organisational factors that he said had been present in tram operations prior to the crash and which he said had hampered the management of derailment risk.
- 4.2 Taking the Judge's remarks as a whole, we have identified six specific themes. We have reviewed our systemic controls against those themes and, where we have identified opportunities to further improve systemic controls, we have identified necessary actions.
- 4.3 The six themes identified are:
- (a) risk identification, assessment and management;
 - (b) governance;
 - (c) management of suppliers (in this case a concessionaire);
 - (d) safety culture;
 - (e) precursors and near-misses; and
 - (f) the design and maintenance of infrastructure.
- 4.4 We have identified a series of actions that we will take in order to further strengthen controls against these themes. These actions have been developed internally and shaped with input from Board Members. These are in many cases not new actions but are designed to strengthen the application of our safety toolkit and the availability of assurance information. The actions under each theme are briefly summarised in this paper. Each of the actions will be sponsored by a specified Chief Officer, as summarised below.

Risk Identification, assessment and management

- 4.5 We will carry out a deep-dive risk review into operations where accountabilities have changed or where third-party interfaces exist to ensure assessment and management of risks is in line with our standards. This will also inform our approach to carrying out the necessary due diligence prior to any future acquisitions or bringing new services into operation. This work will be sponsored by the Chief Operating Officer.
- 4.6 We will further enhance our SHEMS with specific information on legal SHE accountabilities of senior (Chief Officer and Director) officers and document where responsibility is delegated. This work will be sponsored by the Chief SHE Officer.
- 4.7 We will review our overall risk assessment framework with a view to simplifying where practical. This will include identifying the need to specify any appropriate changes to risk management tools. This work will be sponsored by the Chief SHE Officer.

- 4.8 We will document the principles by which risk-based assurance planning should take place across all TfL functions and cascade it to all relevant teams. This will include reviewing the functioning of our 3 lines of assurance model and identifying where external assurance may be beneficial. This work will be sponsored by the General Counsel.

Governance

- 4.9 We will identify all relevant safety operational decision-making meetings and ensure consistent terms of reference are in place including clear escalation routes and criteria for overdue actions. This work will be sponsored by the Chief Operating Officer.
- 4.10 All actions from in-scope meetings (as outlined above) will be entered into a centralised Action Tracker, enabling greater continuing visibility of actions raised and their status. The development of the tracker will be sponsored by the Chief SHE Officer and the adoption by relevant meetings will be sponsored by the Chief Operating Officer and Chief Capital Officer.
- 4.11 In order to give greater visibility of local investigations and to maximise the opportunity for pan-organisational learning, all Local Investigation Reports will be circulated across relevant teams, regardless of modes, and actions arising from those investigations will be tracked via the centralised Action Tracker (above). This work will be sponsored by the Chief SHE Officer.
- 4.12 We will review the maturity and status in technical governance across TfL, relative to best practice principles and examples in similar organisations, and identify and recommend immediate and longer-term improvements in governance systems to address the findings. This work will be sponsored by the Chief Capital Officer.
- 4.13 We will review how best to enhance Board-level safety scrutiny and oversight of our safety performance. This action will be sponsored by General Counsel.

Concessionaire Management

- 4.14 In line with the approach we have taken to construction and projects, described earlier in this paper, we will develop a standardised framework for specifying concessionaire SHE performance in future contracts. This will be informed by best current practice/performance, including incident reporting and management. This work will be sponsored by the Chief Finance Officer.
- 4.15 On completion of an agreed framework, we will benchmark current concessionaires against the framework. This work will be sponsored by the Chief Operating Officer.
- 4.16 We will conduct an arm's length (third line) review of our oversight and management arrangements across all concessionaires. This work will be sponsored by General Counsel.

Safety Culture

- 4.17 SHE will support all Directors in operational or projects areas to have risk-informed SHE Improvement Plans for 2024/25. This work will be sponsored by the Chief SHE Officer.
- 4.18 We will provide facility for all Directors to assess their safety culture maturity using the SHE CMM. Directors will be mandated to use the assessments to develop culture improvement plans, including those to increase frontline Leadership visibility. This work will be sponsored by the Chief SHE Officer.
- 4.19 We will mandate all operational and delivery areas to adopt digital assurance tools to record SHE tours and use that data as an indicator in performance management. This work will be sponsored in operations and projects by the Chief Operating Officer and the Chief Capital Officer, respectively.
- 4.20 We will review relevant processes (e.g. incident investigation, disciplinary etc) and ensure where necessary that they are aligned to just and fair principles and that managers are supported to adopt these approaches. This work will be sponsored by the Chief People Officer.
- 4.21 We will develop a pan-TfL colleague safety reporting system to enable incidents and issues to be raised simply, directly and consistently across the organisation. This will be supported by the necessary business process to ensure that reports are responded to and which can be used to provide leading indicators. This work will be sponsored by the Chief SHE Officer.

Precursors and Indicators

- 4.22 We will further develop our leading indicator framework giving line of sight through all layers of governance. This work will be sponsored by the Chief SHE Officer.
- 4.23 We will develop and communicate a clearer definition of near-miss and high potential incidents that are applicable across all of our delivery areas. Where necessary, we will align data systems to these common definitions. This work will be sponsored by the Chief SHE Officer.
- 4.24 We introduced in 2018 new processes for managing and responding to safety concerns raised by customers. We are currently auditing those processes and will respond to any recommendations arising from the audit findings. We will provide an update to the Panel regarding any recommendations and actions arising.

Asset Design and Maintenance

- 4.25 We will review the business process for reporting and managing asset safety concerns across all operational asset areas. This will include clarifying if required the process for risk-based prioritisation of asset faults. This work will be sponsored by the Chief Capital Officer.
- 4.26 We will develop mandatory guidance requiring those with accountability for asset management to document updated assumptions affecting our quantified risk models (following business case / funding or other decisions that impact asset renewal and maintenance strategies) as part of our current management processes, for example cases for continued safe operation. This work will be sponsored by the Chief SHE Officer
- 4.27 We will review and clarify SHE/ Technical Engineering accountabilities of duty holders across TfL and concessionaires and identify if any additional assurance measures are required. This work will be sponsored by the Chief Capital Officer.

5 Delivering Our Plans

- 5.1 Each action described above is sponsored by a specific Chief Officer. That Chief Officer will be accountable for ensuring the action is implemented. Since many of the individual actions will require practical collaboration across the TfL value-chain, the Safety Exco will take overall responsibility for the delivery of actions.
- 5.2 It is our intention that as many as possible of these actions will have been closed, or subject to substantial progress, by the end of this financial year and we have developed a detailed delivery plan to ensure that we remain on track.
- 5.3 On a quarterly basis we will provide updates to the Panel on progress against these actions. We will never be complacent about safety or consider that no further action is required and will continue to learn from incidents that occur on our networks. The purpose of the actions described above is to support the continuous improvement of our safety controls. Over time they will become part of our business as usual approach, ensuring that we continue to put safety at the heart of everything we do.

List of appendices to this report:

None

List of Background Papers:

Sentencing remarks of Mr. Justice Fraser, 27 July 2023

Reports on the Sandilands Tram Overturning: to the Safety, Sustainability and Human Resources Panel on 22 January 2018 and the Board on 18 January 2019

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Date: 15 November 2023

Item: Implementation of the Corporate Environment Plan -
Capital

This paper will be considered in public

1 Summary

- 1.1 In September 2021, we published our Corporate Environment Plan (CEP) which sets out our approach to supporting the Mayor's target of a net zero carbon London by 2030 and delivering our existing environmental commitments, as set out in the Mayor's Transport Strategy and London Environment Strategy.
- 1.2 This paper provides an update on key metrics and ongoing progress against our CEP and Green Strategy, within Capital.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 Capital's purpose is to build and drive whole life asset outcomes. Since the last update to the Panel, Capital has been formally established as a new Chief Officer Group incorporating Capital Projects Delivery, Project Management Office, Construction Management and Engineering and Asset Strategy. A new Director of Engineering and Asset Strategy was also appointed, who has taken on responsibility for Environment on behalf of the Capital leadership team.
- 3.2 The CEP published in 2021 sets out our future approach to improving our organisational performance. It is a forward-looking plan with a focus on the environment strand of sustainability, providing more detail on our ambition, targets and plans.
- 3.3 The CEP framework and ambitions are structured around five environmental themes: Climate Emergency, Air Quality, Green Infrastructure, Sustainable Resources and Best Environmental Practices.

- 3.4 Our CEP is underpinned by actions required to “make it happen”. This includes the need to:
- (a) make it a core part of our culture, advocated by leaders and championed in every team;
 - (b) incorporate into standards, specifications, contracts and management systems; and
 - (c) deliver through business planning, asset management and procurement.
- 3.5 In addition to the CEP, we launched our TfL Green Strategy and roadmap in July 2023. Both the CEP and Green Strategy set out our environmental ambitions, what success looks like, and the actions we will take through our operations, maintenance and construction activities. This forms the detailed environmental pillar of our sustainable development approach, as well as being a core part of our 2023 TfL Strategy.
- 3.6 The TfL Green Strategy prioritises three themes from our CEP: Reduce carbon emissions and adapt to climate change; improve air quality; protect, connect and enhance green infrastructure and biodiversity. These three themes form the main structure of this paper, along with the broader actions undertaken to ‘make it happen’. The other two themes from the CEP (sustainable resources and best environmental practice) are covered throughout the paper where appropriate.

4 Making It Happen

- 4.1 To deliver on our environmental ambitions highlighted in the CEP, we have undertaken a number of pan-capital actions noted in this section.

Establishing our Governance

- 4.2 This year we have stepped-up our commitments and plans to drive forward the Green agenda within Capital:
- (a) New Capital ‘Green’ Scorecard Measures and Green Milestones introduced:
 - (i) ten-fold increase in the weighting of ‘Green’ metrics - from two per cent in 2022/23, now increased to 20 per cent in 2023/24;
 - (ii) metric for percentage of Capital workforce who have completed Carbon Literacy Training;
 - (iii) metric for green capability upskilling;
 - (iv) metric for green improvement milestones achieved; and
 - (v) Capital Environment Improvement Plan created to detail the plan for delivery of the Green scorecard this year;
 - (b) Capital leadership “Green” meeting initiated; and

- (c) Capital Environment Steering Group created to guide capital environment workstreams related to the new green metrics.

Creating Dedicated Teams

- 4.3 We have established the need for a dedicated 'Environment and Sustainability Engineering' team to help accelerate the delivery of environmental improvement projects and grow our functional capability – upskilling, standards and tools. A new Head of Environment and Sustainability Engineering was recently appointed and the team is being formed.
- 4.4 Furthermore, a new Net Zero matrix team is being formed and will have three key accountabilities:
 - (a) ensuring net zero projects are designed, developed and delivered to plan;
 - (b) building and initiating a pipeline of net zero projects; and
 - (c) providing wide-spanning visibility of all activity through reporting on the 'Virtual Net Zero Programme'.

Capital is playing a leading role in this.

Launching our Capital Green Skills Plan

- 4.5 We have produced a Green Skills Plan, tailored for the needs of teams across Capital. This builds upon the success of Carbon Literacy Training: 20 per cent of Capital has now attended the training, including the Capital senior leadership team.
- 4.6 The Plan sets out a definition of an 'Environment Competent' colleague linked to an 'Essential' Environment Training list tailored for colleagues' role within Capital, whether they are in Project Delivery, Project Management Office, Construction Manager or Engineering and Asset Strategy. It includes the need to update competency schemes, including the Engineering Assessment Framework and Project Engineering Accreditation Scheme, to bolster or add new environment competencies.

Delivering our Safety, Health and Environment (SHE) Improvement Plan - Environment Quarter

- 4.7 To increase environmental awareness within Capital and equip our teams with knowledge of how to apply environmental processes in delivery, over 20 events were delivered between May and July 2023. Each month focused on a CEP theme (Managing Carbon – climate mitigation, Biodiversity and Green Infrastructure, Flood Risk, Climate Change Adaptation).
- 4.8 This formed part of our SHE Business Improvement Plan, the second quarter dedicated to the theme of "Making Environment as Business as Usual".

- 4.9 The events included introductory webinars, training webinars, and panel debates with various subject matter experts and key stakeholders. All events were well attended with 150 to 350 attendees per event. The webinars were recorded, which will contribute towards our library of environmental training material. These are available to colleagues across TfL as well as colleagues in Capital.

Collaborating with the Sustainability Staff Network Group

- 4.10 TfL's Sustainability Network Group raises awareness on issues and opportunities around sustainability, fosters exploration of possible solutions, supports colleagues to overcome challenges and celebrates successes along the way.
- 4.11 The network has also partnered and supported areas of the business in their work to increase awareness around climate change and sustainability. For example, a continuous collaboration has been put in place with our Engineering and Asset Strategy Directorate and the wider Capital. In May 2023, joint events were organised around the theme of making carbon management part of business as usual.

Digitising the Environmental Evaluation (EE) process

- 4.12 EE is mandated as part of our project management framework. The EE process is to identify and assess the environmental risks and opportunities delivered through our projects/schemes. The EE process will be codified in the form of a digitised tool, which will go live towards the end of 2023. The digitised tool has provided the opportunity to refresh the EE assessment questions to lock in delivery of Green roadmap and CEP aims and objectives throughout the project lifecycle. The digitisation will also make the tool easier to use, improve reporting and allow easier tracking of actions.

Setting our Environmental Asset Management Objectives

- 4.13 The Environment Asset Management Objective is one of six objectives used to assess and measure all of TfL's Assets against the Levels of Service framework.
- 4.14 Over the past year our Asset Strategy team, working with key subject matter experts, have matured the Environment Asset Management Objective to measure the Assets and Networks performance against Decarbonisation, Climate Change Adaptation and most recently developed a new Green Infrastructure measure. These three metrics and the Asset and Network performance have been fed into the scenario analysis to support the development of the 2024 Business Plan and will be used to help inform the prioritisation of the asset renewals budget.

Creating and Centralising an Environment Opportunities List (EOL)

- 4.15 Our Engineering and Asset Strategy team has created a new EOL, which brings together initiatives from across TfL that could contribute to achieving Net Zero carbon in our operations by the end of December 2030. Each opportunity has been assessed to enable prioritisation for Business Planning and to flag items requiring further development for future years.

- 4.16 The EOL also captures opportunities for climate change adaptation, with work ongoing to develop these for assessment. The EOL Working Group tracks progress of actions to improve maturity identified in the EOL and ensures that the asset specific/group strategies and sub strategies reflect the opportunities captured.

Updating Contract Templates with Environmental Requirements

- 4.17 We have improved our environment contract requirements templates, referred to as Works Information in an NEC contract. For the first time, will have a single consistent set of templates that will be used across all our projects/schemes that implement best environment practice, are aligned to our Green Strategy and are scalable; tailored to the risks and opportunities presented by our projects.
- 4.18 Through engagement with our supply-chain, these new templates represent a major step forward to ensure that we are bringing our supply-chain along with us on our journey to continually improve our environmental performance.

Driving Environmental Performance through our Standards

- 4.19 Our Engineering Standards are being reviewed to reduce the environmental impacts of our assets:
- (a) this year, an engineering standard (S1068) has been updated to ban new fossil fuel heating systems across the London Underground estate;
 - (b) a new engineering standard (S1802) is being produced on Flood Risk Management and Sustainable Drainage Systems (SuDS) making SuDS the default drainage solution on projects; and
 - (c) a “Standards Environment Impact Scoring Matrix” has been produced to identify the standards with the highest potential to improve environment outcomes and prioritise their update.

5 Reduce Carbon Emissions and Adapt to Climate Change

- 5.1 This section outlines key actions undertaken by Capital to tackle the climate emergency – reducing carbon emissions from our activities and ensuring we are ready for the impacts of climate change.

Net Zero 2030 Operations

- 5.2 We are playing a key role in TfL’s net-zero operations carbon by 2030 ambition, leading and supporting a number of workstreams:

(a) **Remove Fossil Fuel Consumption**

- (i) Buildings Decarbonisation

We are developing plans to remove fossil fuel consuming equipment from our operational buildings and improve energy efficiency. We have carried out feasibility work, funded through the Low Carbon Skills Fund, to generate heating decarbonisation plans at 14 operational buildings

across eight sites. Work is now underway to understand the best delivery route for each of these buildings. We have launched a tender for feasibility studies for a further group of operational buildings which will feed into our pipeline of projects;

(ii) **Bus Electrification**

We are supporting the Chief Operating Officer's Bus Directorate to achieve a zero-emission bus fleet.

- We own and lead development of the Bus Vehicle Specification, ensuring low emission, inclusive and accessible, and safe vehicles serve our customers.
- We are delivering zero-emission bus infrastructure, including power connections to bus garages and high-powered Pantograph chargers at bus stands and stations. We have completed installation at Crystal Palace and will complete the final point of connection at Orpington in the coming weeks ready for testing, commissioning and bringing into service.
- Our Vehicles engineering teams are working with our Power engineering and Asset Strategy teams to explore the use of TfL's Private Power Network to distribute power to bus garages.
- We assure and monitor technology trials, including the tram to be operated on route 358, the trial of 20 Hydrogen buses, and the repowering of a new Routemaster bus from a hybrid to battery electric vehicle;

(b) Improve Energy Efficiency

(i) **Traction Power Network Energy Efficiency group**

This year we have established a group of subject matter experts and asset strategists to develop and progress traction energy efficiency opportunities across the network.

After the successful delivery of sub-surface railway's re-sectionalisation project, which enables more energy from regenerative braking to be used by other trains (over 5.5 GWh per year of energy saved), we have now initiated a project to look at re-sectionalisation of the Northern line traction network, which would result in over 4 GWh per year of energy savings;

(ii) **Reduced Speed Escalators**

We are assessing the potential to optimise the speed of escalators at some of our London Underground stations to reduce energy demand and generate carbon and cost savings. We have conducted a trial at two stations which confirmed an energy demand reduction with speed reduction and are progressing plans for a pilot scheme at four stations to further strengthen this data, before we consider the viability of a wider roll-out; and

(iii) Neasden Depot Energy Efficiency

We are incorporating 'low carbon green' technology into the design to include LED lighting and other energy efficient products. This is part of Capital's heavy maintenance facilities works at Neasden Depot, a new staff accommodation block is being built for over 200 staff.

Compared to the use of diesel fuel construction equipment, this represents a 99 per cent reduction in CO₂ emissions (172 tonnes of CO₂);

(c) **Maximise Local Renewables**

(i) Solar - Private Wire

We are developing plans to work with a partner who will deliver new, local, solar farms connecting directly into our energy network.

We have conducted a market engagement exercise to gather feedback on our draft plans and projected timescales from industry partners. The findings from this exercise are being incorporated into updates to key project documentation and plans, with the aim of launching a tender in the near future;

(ii) Waste Heat

We are developing plans to work with partners to deliver schemes that use waste heat from the London Underground network to generate energy.

Feasibility work has identified nine sites across the network that offer strong potential. We have developed a procurement strategy and continue to develop designs for one of these sites as a pilot scheme.

We have published outline information for all nine sites on the Greater London Authority (GLA) Heat Map and continue to engage with enquiries for further information from potential delivery partners; and

(iii) Neasden Depot Solar Cells

The new building design incorporates solar photovoltaic cells on the roof to generate electricity and reduce the carbon footprint of the building. This forms part of Capital's heavy maintenance facilities works at Neasden Depot, a new staff accommodation block is being delivered for over 200 staff.

Infrastructure Carbon

5.3 Capital has collaborated with the Chief Safety, Health and Environment Officer's teams to establish carbon management processes, governance, and tools in keeping with industry standard Carbon Management Guidance (PAS2080:2023). This includes:

- (a) launching the TfL carbon management process in the SHE Management System, as well as Carbon Management Training;
- (b) updating contractual templates to embed our carbon management process into the supply chain – noted previously;

- (c) launching our Capital Carbon Leads Forum in 2023. The Forum facilitates carbon reduction in Capital project delivery, helping make carbon reduction business as usual. The forum will particularly focus on building up whole life carbon assessments across Capital projects, especially where there are gaps in our current data. Relevant programmes now have appointed Carbon Leads to drive forward changes; and
- (d) creating a new product within our project management framework, Pathway, called the Carbon and Resource Plan to facilitate the reduction of whole life carbon emissions, energy consumption and waste production through the application of carbon, energy and waste reduction hierarchies. This applies to all relevant Capital projects impacting assets.

5.4 Fossil Fuel Free Construction Plant and Equipment

- (a) Neasden Depot Heavy Maintenance Facility (HMF): no fossil-fuel based plants were used on site during demolition works. As part of Capital's HMF works at Neasden Depot, this involved demolition within the depot lifting shed. Our project team worked with the Principal Contractor to ensure all plant utilised on site was electrically powered. This included dumpers, excavators and breakers. This prevented the release of carbon emissions from fossil-fuel powered plant being used, and also avoided the requirement to set up an exhaust ventilation system within the depot shed.
- (b) Old Street Roundabout: construction works were delivered without the use of diesel equipment. This was achieved by contractors utilising electric battery powered equipment (such as battery powered breakers, electric tracked barrows, electric pallet truck) and Hydrotreated Vegetable Oil (HVO) fuel which resulted in 14 tonnes of CO₂ saved compared to using regular diesel. All construction site welfare facilities were electrically powered, further reducing carbon emissions;
- (c) Barking Riverside Extension: 99 per cent of CO₂ emissions reduced from construction equipment. The Barking Riverside Extension project started using HVO fuel for construction site equipment in February 2021. Since then, approximately 63,000 litres of HVO fuel were used.

West London Depot Development Programme – Sustainability

- 5.5 Capital's West London Depot Development Programme is responsible for delivering vacant possession of Lillie Bridge Depot (for the Earl's Court development) and the Bollo Lane development sites. This involves relocating train stabling and other business activities to receiver sites at Parsons Green, Chiswick Park, Acton Works and Ruislip Depot.

The programme is currently at feasibility stage and is putting sustainability at its heart, for example:

- (a) programme Carbon Literacy Training target set at 100 per cent;
- (b) programme Carbon Management Training target set at 100 per cent;

- (c) Sustainability Lead in place to help lead and manage efforts;
- (d) Environmental Evaluation and Carbon and Resource Plans in place for all projects – programme level baseline to be collated;
- (e) carbon integrated in Buildings Information Modelling Strategy;
- (f) carbon and sustainability outcomes embedded into works information;
- (g) sustainability scoring criteria and evaluation in place for tender;
- (h) supply chain and client organisation engagement to set out challenging but realistic sustainability targets;
- (i) included building decarbonisation and provision of zero-emission fleet to support rollout of these; and
- (j) draft Sustainability Strategy in place setting out sustainability targets such as:
 - (i) zero emission sites;
 - (ii) zero waste to landfill;
 - (iii) biodiversity net gain and climate adaptation measures;
 - (iv) plastic free sites; and
 - (v) innovation (low carbon materials, innovative construction techniques etc).

Beckton Depot DLR – Carbon and Solar

- 5.6 To facilitate the stabling of 54 new DLR B23 trains at Beckton Depot, a significant amount of work is taking place to reconfigure and expand the sidings. Where possible, TfL have adopted the use of composite (plastic) sleepers throughout the new Southern Sidings, providing a more sustainable solution than traditional concrete thus reducing embedded carbon.
- 5.7 In addition, the Rolling Stock Replacement Programme will be constructing a new maintenance facility building where the new roof space will provide the opportunity for 400 new solar panels. At peak output, these cells will provide all low voltage power for the new building and a proportion of low voltage power for existing facilities.
- 5.8 We intend to utilise the Mayor’s Green Finance Fund to enable this opportunity.

Surrey Quays Station Upgrade Project – Carbon

- 5.9 The Surrey Quays Station Upgrade Project, which will provide a new second station entrance and step-free access, is currently at detailed design stage. We are actively engaged with the project’s Contractor and Lead Designer to explore carbon reduction opportunities in relation to both design and construction methodology/proposals.

Electric Vehicle Infrastructure Delivery (EVID)

- 5.10 Latest Department for Transport figures for October 2023 show that London had almost 17,000 public charge points, of which almost 1,000 were rapid or ultra rapid. Since then, Zap-Map data for November 2023 shows that this number has

now reached well over 18,000, over a third of the UK's total charging infrastructure

- 5.11 In December 2021, TfL published the Electric Vehicle Infrastructure Strategy . In the document, the 'most likely' modelling scenario suggests London will need between 40,000 to 60,000 electric vehicle charging points by 2030, of which, up to 4,000 would be rapid or ultra rapid chargers .The proportion of electric vehicles this infrastructure would support could result in a reduction of carbon dioxide emissions of between 1.5 and 2.6 million tonnes per year by 2030. We are leading EVID, the TfL delivery programme, to deliver and bring into service a share of those sites on the TfL Road Network and GLA land.
- 5.12 The project awarded its first contract for delivery of the 39 bays (Batch 1) in May 2023 and has now submitted its first designs and planning applications. Batches 2 and 3 will be awarded in November 2023 so there will be 100 bays under delivery contracts by the end of the 2023.

Climate Change Adaptation Plan

- 5.13 The first TfL wide Adaptation Plan was published in March 2023 with support from Capital. Our ambition is to keep our staff and customers safe while providing sustainable, reliable and attractive services. This applies both to our operational networks, capital projects and programmes, and our property portfolio. The Adaptation Plan includes a target to deliver 5,000sqm of catchment draining into SuDS each year.
- 5.14 Capital will be integral to the delivery of this target and shall continue to work closely with the SHE team on how this will be delivered.
- 5.15 In this last year, our Asset Strategy team and the SHE team have aligned the Environment Opportunities List and the Adaptation Plan actions, with the help of workshops held for the highest risk asset areas in TfL.

6 Improve Air Quality

- 6.1 This section outlines key actions undertaken by Capital to reduce emissions of harmful air pollutants from our activities, for the benefit of our customers and staff.
- 6.2 **Non-Road Mobile Machinery Emissions (NRMM)**

(a) NRMM Register for TfL Projects

Exhaust fumes from NRMM such as excavators and generators are a significant contributor to London's air pollution. NRMM used within the NRMM Low Emission Zone (LEZ) should meet the applicable emissions standards and compliance with these standards should be demonstrated by using the GLA's NRMM Register. However, the Register could originally only be used by development projects that had obtained town planning consents. It could therefore not be used by most TfL projects, as these are undertaken under Permitted Development Rights. In liaison with the GLA's Air Quality Team the NRMM Register has now been updated so it has a separate area which can be used to track and demonstrate compliance with

the applicable emissions standards for the NRMM used on TfL projects/contracts. Guidance on the use of this parallel system has been generated and briefed out to TfL's Highways Maintenance Contractors who are now in the process of registering onto the system and uploading the details of their NRMM. The use of the Register will soon be rolled out further to include other TfL development projects and contractors;

(b) Old Street Roundabout Project construction site NRMM 'Excellent'

In November 2022, a NRMM audit was undertaken at Old Street Roundabout Project construction site, by a specialist unit at Merton Council, working on behalf of the GLA and London Borough Councils. The contractor, Morgan Sindall, received an 'Excellent' certificate, for protecting neighbourhood air by using low-emission machinery, including electric plant, demonstrating compliance with NRMM requirements and the application of environmental and sustainability best practice; and

(c) Collaboration with suppliers

TfL colleagues continue to meet with suppliers and have hosted regular 'Supplier Keeping in touch' days. The most recent environment-related session, in February 2023, was on the topic of NRMM on construction sites. Discussions included compliance with the GLA's requirements and suppliers sharing their own case study examples and achievements with each other. The session was well-received by all who attended and there was a resounding agreement that construction sites need to be low and zero-emission to be able to provide significant public health benefits.

Ultra Low Emission Zone (ULEZ) Delivery

- 6.3 On 25 November 2022 the Mayor confirmed the expansion of the ULEZ London-wide from 29 August 2023 to help achieve air quality legal limits and World Health Organisation guidelines for air quality, enabling five million more Londoners to breathe cleaner air. The expansion is forecast to reduce nitrogen oxides (NOx) emissions from cars and vans in outer London by 10 and seven per cent respectively, and reduce PM2.5 emissions in outer London from cars by nearly 16 per cent.
- 6.4 Our Capital delivery team was accountable and responsible for the delivery of the entire scheme. Our approach to maximise 'reuse and repurpose' not only ensured on-time delivery but reduced the amount of construction work, materials used, and waste produced:
- (a) combining ULEZ signs with existing LEZ signs avoided the need for over 700 additional signs;
 - (b) optimising sign design to reduce loading enabled 90 per cent of signs to be mounted on existing infrastructure, reducing the need for new signposts and associated construction work; and

- (c) reviewing maintenance and implementation liabilities, and lessons learnt, meant the majority of new ULEZ cameras were able to be installed on existing traffic signal infrastructure..

Zero-Emissions Buses

- 6.5 As noted previously, Capital's TfL Engineering and Asset Strategy is supporting the Chief Operating Officer's Bus Directorate to achieve a zero-emission bus fleet by providing Engineering specifications and technical authority for zero-emission vehicles and infrastructure.
- 6.6 The transition to zero-emission buses supports the reduction of harmful emissions in the capital. Engineers also support ongoing emissions monitoring of current fleet vehicles.
- 6.7 The Bus Opportunity Charging (Route 358) project trials opportunity charging infrastructure on a London bus route. This will enable TfL to better compare options for providing high-mileage zero-emission bus routes in order to de-risk and inform TfL's long-term zero-emission bus strategy. The selected bus route (Route 358) is from Orpington to Crystal Palace and 25km long and with a mixture of delivery challenges that we have now investigated and learned from. In the last year, the project has completed installation at Crystal Palace and will complete the final point of connection at Orpington in the coming weeks, ready for testing, commissioning and bringing into service.

7 Protect, Connect and Enhance Green Infrastructure and Biodiversity

- 7.1 This section outlines the key actions undertaken by Capital to protect, connect and enhance our green infrastructure and biodiversity on our estate.

Green Infrastructure and Biodiversity Plan

- 7.2 We are supporting the development of the first TfL wide Green infrastructure and Biodiversity plan.
- 7.3 Our ambition is to protect, connect and enhance our green infrastructure including biodiversity, habitats and ecosystem services across our entire estate. This applies both to our operational networks, capital projects and programmes, and our property portfolio. Biodiversity Net Gain (BNG) is a way to contribute to the recovery of nature while developing land, by making sure that habitats are in a better state than they were before development.
- 7.4 BNG is a new legal requirement under the Environment Act 2021. From January 2024 new developments within the planning system, as well as Nationally Significant Infrastructure Projects, will be required to deliver at least 10 per cent BNG.

Biodiversity Net Gain trial at South Harrow Sidings

- 7.5 The South Harrow Sidings project, which is part of the Piccadilly line Upgrade Programme within Capital, has provided an opportunity to enhance the land adjacent to the site, which is designated as a Site of Importance for Nature Conservation and Metropolitan Open Land. The design demonstrated a 48 per cent Biodiversity Net Gain for the project is achievable. This is subject to finalisation of the implementation scope and maintenance plans which are currently under review. This project is acting as a pilot project for the implementation of a process for embedding BNG in projects across TfL.

Sustainable Drainage Systems

- 7.6 We have developed a new Standard (S1802) 'Civil Engineering – Flood Risk Management and Sustainable Drainage Systems' to address the Green Strategy's climate change adaptation theme and ensure our assets are prepared for increasing rainfall in future. This dedicated standard focuses on flood risk management and employment of SuDS. In particular, it now requires SuDS as the default drainage solution for flood risk management and surface water drainage. SuDS have been and continue to be developed across a number of TfL sites. This includes solutions such as rain gardens, green roofs, permeable pavements and tree pits.
- 7.7 A current example of this is Capital's heavy maintenance facilities works at Neasden Depot where a new staff accommodation block is being built for over 200 staff. The Capital project team is incorporating permeable paving and bio retention sustainable drainage measures into the design.

Surrey Quays Station – Green Roof

- 7.8 The Surrey Quays Station Upgrade Project, which will provide a new second station entrance and step-free access, has introduced a green wildflower roof into the detailed design for the new entrance.

Old Street Roundabout – Green Roof, Trees and SuDS

- 7.9 The Old Street Roundabout project, including improvements to the sub-surface and retail area, has installed a green roof on the newly constructed main station entrance along with new trees and planting in a rain garden on the south-western side of the junction. The project will additionally be installing two further rain gardens with further trees and low-level planting in the new peninsula area along with extensive SuDS provisions across the scheme.

Northern Line Extension – BREEAM

- 7.10 The Northern line Extension project achieved a 'Very Good' BREEAM (Building Research Establishment Environmental Assessment Method) status for Battersea Power Station Underground station and a 'Good' status for Nine Elms station.
- 7.11 BREEAM is the world's longest-established method of assessing, externally rating, and certifying the sustainability of buildings, and although the Underground stations are not typical buildings, the completion and achievement of BREEAM

demonstrates that these projects have assessed their sustainability issues, resulting in improved sustainable design principles.

Mayor's Transport Strategy (MTS) Tree Planting Target

- 7.12 We have a MTS target to increase our street trees by one per cent annually.
- 7.13 Last year Engineering and Asset Strategy helped Asset Operations deliver the planting of 453 street trees, around 1.8 per cent increase, across the network by providing the technical support for location and species selection.

Wildflower verges

- 7.14 In 2023, Engineering and Asset Strategy assisted Asset Operations in the expansion of our wildflower verges by 7.4 hectares to almost 13 hectares.

List of appendices to this report:

None

List of Background Papers:

TfL Sustainability Report, Corporate Environment Plan and Climate Change Adaptation Plan: <https://tfl.gov.uk/sustainability>

Contact Officer: Stuart Harvey, Chief Capital Officer
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Date: 15 November 2023

Item: Developing our Employee Value Proposition

This paper will be considered in public

1 Summary

- 1.1 Developing and promoting our employee value proposition (EVP) is an enabler of our Colleague Strategy.
- 1.2 This paper sets out why development of our EVP is a priority deliverable, the principles governing the development of this work, the timescales, and next steps and seeks the views of Members on their experience of EVP work in other organisations.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 An EVP is the combination of benefits, experiences and rewards that employees receive, or can access, from an organisation, in return for their contribution to that organisation.
- 3.2 An EVP will include, as a foundation, the pay and benefits package but also describes the broader offer made to employees. This may include work-life balance, career development opportunities, organisational values and culture or working environment. An EVP describes what it is like to work at an organisation and articulates to prospective, and current, employees why they should join and stay with, that organisation.
- 3.3 Although we have a competitive range of employee benefits and a strong offer to make to prospective and current employees, we do not currently have a formal EVP brand or narrative which brings together our employment offer.
- 3.4 The development of our EVP is an important tool in ensuring we continue to attract and retain employees with the skills and experience to deliver our strategy and Business Plan, and who will thrive in our organisation.

4 Why EVP supports our Colleague Strategy

- 4.1 We are operating in a competitive marketplace for talent. The employment market remains buoyant, with a high number of job vacancies resulting in greater competition. To effectively respond to this, we need a way of standing out from the crowd as prospective employer, authentically communicating what makes TfL unique as a place to work.

- 4.2 We have experienced challenges in retaining skills and experience in some parts of the organisation – particularly in scarce/hard to fill roles. An effective EVP has been proven to support retention and will help us recruit the future skills we need to deliver for London over the next decade.
- 4.3 Our EVP will ensure that we attract individuals who align with our values and culture, who are best fit for our organisation and therefore more likely to achieve their work ambitions with us.

5 Our brand and narrative principles

- 5.1 The first phase of the work has been completed. This involved gathering intelligence from multiple sources both internally and externally to shape our brand principles.
- 5.2 Our initial focus will be on developing our employment brand and narrative to support external recruitment activity.
- 5.3 Our narrative and brand should tell an authentic and aspirational story of the experience of working here. The narrative and brand will be woven through our internal employee messaging in a later stage of the project.

Our branding principles

- 5.4 We expect our employer brand proposition to have a clear relationship to our customer brand. We already use our globally recognised, iconic brand to tell a story of why people should use our services and the positive difference we make to London. We want to build on that message to also tell the story about why people should choose TfL as an employer.
- 5.5 Aligning our customer and employment brands is considered good practice in the external market. A common feature of organisations with an effective EVP is alignment of their external and internal branding.
- 5.6 Aligning our branding provides an opportunity to interact with prospective employees in a way they will already identify with our organisation, our core purpose and message. Our recent customer campaigns have focused on the purpose and social value of our organisation, and we know this is a driver of employee engagement. Research shows that two-thirds of candidates want to work with organisations with values aligned to their own.

Our narrative principles

- 5.7 Our narrative will focus on our Vision, and our purpose as an organisation.
- 5.8 Our Vision, to be a strong, green heartbeat for London, transforming our city into a better place for everyone can act as a strong pull factor for those candidates who place a high value on the purpose and societal impact of their employment.
- 5.9 Our own research demonstrates that existing employees already value many of same factors. Successive Viewpoint employee engagement surveys indicate a high positive identification with our brand. Most of our employees believe we deliver excellent customer service and are proud to work here. Top level

Viewpoint results, individual survey comments and focus groups/listening sessions show that increasingly our employees view our commitment to social impact, the environment, and diversity and inclusion as positive, motivating factors when they consider how they feel about working here.

- 5.10 Our narrative will build on this insight and articulate what makes us a great place to work. This is likely to include being part of an organisation that has a rich history and an exciting future, working in a values driven culture, providing a consistently great service for London, and actively tackling the climate and ecological emergency to make London cleaner and healthier.
- 5.11 In summary, our EVP will articulate our offer in respect of:
- (a) the chance to build a career - our career/professional development offer;
 - (b) the opportunity to work in a diverse and inclusive working environment;
 - (c) our benefits – we have strong benefits offer for our people; and
 - (d) making a difference - the opportunity to make a real impact to London.

6 Next Steps

- 6.1 We are currently engaging a marketing agency to assist in the development of our brand and narrative. While we have the building blocks of what we want our narrative to communicate, the expertise provided by a marketing agency will be enable us to shape our narrative to deliver a compelling and engaging employer brand we can initially utilise for external recruitment.
- 6.2 The media we will use to deliver the EVP brand will be an external facing website, our social media channels, our job adverts and other recruitment materials
- 6.3 We anticipate launching the brand and narrative by the end of March 2024.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 15 November 2023

Item: TfL Change Landscape Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the different change activity taking place across TfL.
- 1.2 Information is included in Part 2 of the agenda. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

3 Background

- 3.1 TfL's change landscape focusses on holistic operating model changes that contribute to TfL's strategic objectives including financial sustainability.
- 3.2 The Change landscape consists of multiple change programmes which support this.

4 Frontline Reform: London Underground (LU) Modernisation Programme

- 4.1 The LU Modernisation Programme refers to a suite of projects to meet our strategic objectives and improve cost efficiency in the operations of LU. This includes our train operators, customer service teams and assets and maintenance teams. As well as reducing operating costs, these projects address working practices and agreements to unlock productivity, improve customer service and enhance the experience of our teams in line with our Colleague Strategy.
- 4.2 The LU Modernisation Programme covers every team involved in the running of our Tube network, including our frontline teams, but also our planning and training departments.

- 4.3 In 2022, Operations came together under one leadership team. LU Modernisation has continued to deliver existing plans for frontline teams, while the Our TfL Programme (OTP) has explored further opportunities through the integration of Operations.
- 4.4 Our collaborative approach with our Trade Union colleagues on modernisation has continued to deliver existing plans for frontline teams, whilst OTP has explored further opportunities through the integration of Operations.

5 Systems Transformation: Enterprise Resource Planning (ERP) Programme

- 5.1 ERP refers to the suite of systems and associated processes that are used to run an organisation. This covers Finance, HR, Procurement and, for TfL, deployment of our Operational employees.
- 5.2 Since we introduced SAP as our ERP provider in 2003, technology has changed significantly. Our current ERP systems are no longer fit for purpose and will be out of mainstream support in 2027. We therefore need to upgrade them.
- 5.3 In 2021, we set up our ERP Programme to help us deliver the necessary technology upgrades. We also recognised an opportunity to improve processes and ways of working associated with these systems. Our programme looks not only at technology, but also people, process and data considerations. Through looking at ERP holistically, we will drive improvements that will ultimately help achieve our aim of being a strong, green heartbeat for London.
- 5.4 Our ERP Programme aims to:
- (a) make our processes easier, simpler and better from beginning to end;
 - (b) integrate our data so we can improve our planning, create new insights and make better decisions on a more real-time basis;
 - (c) improve our controls, without adding bureaucracy, so the 'right' way to do something is also the easiest way; and
 - (d) ensure we have standard processes that are technology enabled.

Scope and key updates

- 5.5 **Procurement – SAP Ariba** – SAP Ariba is our new procurement system. We delivered the Source to Manage end of the system to Procurement and Commercial colleagues in September 2022, which provided them with the tools needed to manage our suppliers and contracts. This was followed by wider rollout of the SAP Ariba Guided Buying system in January 2023, providing access to those in our wider organisation who need to purchase goods and services. Ariba enables us to manage the end-to-end procurement process with our suppliers, from sourcing through to contract award, contract

management and closeout. SAP is currently working with us to review usage and any further continuous improvements that may be required.

- 5.6 **myJourney – SAP Success Factors** – Success Factors is SAP’s HR suite, covering Hire to Retire processes. In 2021, we implemented the Performance and Development elements of Success Factors, in line with the refresh of our Talent strategy. This systemised our talent processes for the first time. In spring 2024, we will deliver the new core HR system, Employee Central, along with SAP’s Recruitment and Onboarding system. We will then turn attention towards Success Factors Payroll, followed by exploring systems-based opportunities in the Reward and Learning and Development spaces.
- 5.7 **Operations Workforce Management - UKG Dimensions** – We are bringing in a new system to help us better roster, deploy and manage the time of our operational employees. This is the only system in our programme that is not SAP based, as we have specific requirements relating to how we run our Operations that SAP cannot fulfil. However, the system will integrate fully with our other SAP systems. UKG are being onboarded as our supplier and will work with the internal team to rollout the system in stages between now and end of 2026.
- 5.8 **Core ERP – SAP S/4 HANA** – We have mobilised a project to upgrade to the new SAP Finance system, S/4 HANA. S/4 HANA is SAP’s core offering, as it interfaces with all others outlined above. It also brings opportunities for enhancements in areas such as manufacturing and logistics that we have not previously systemised. We are in the process of preparing to go out to market for a supplier to help us design and deliver the system and process changes. This project will take until 2027 to deliver in full due to its scale and complexity.
- 5.9 **Making Cash Count – SAP ECC 6** – Our Making Cash Count project is making much needed improvements to our current SAP Finance system while we are working towards delivery of S/4 HANA. This started with the delivery of a New General Ledger in July 2023, which is a back-end change that will enable upcoming improvements to cashflow forecasting and balance sheet reporting. Ultimately the project will help us better manage our cash as an organisation.

6 **Implementing an Efficient and Effective Operating Model: Our TfL Programme**

- 6.6 OTP was initiated in June 2022 to ensure we are set up to meet the challenges of today and face those of the future. This means working collectively to deliver our vision of being a strong, green heartbeat for London.
- 6.7 The programme has two primary goals:
- (a) embedding the value chain, as part of an efficient and effective operating model, to enhance the way we operate and collaboratively deliver our strategic outcomes; and

- (b) reducing the costs to run TfL and provide cashable contributions to the delivery of financial sustainability.
- 6.3 The programme has been structured into six sub-programmes, with a core team for central co-ordination and ensuring coherent change:
- (a) **Customer and Strategy:** To set direction and support delivery for our customers, colleagues and city;
 - (b) **Capital:** To be a valued team of empowered people, supplying sustainable and efficient outcomes for all our customers;
 - (c) **Operations:** To be an integrated operation that keeps London moving safely, inclusively and sustainably;
 - (d) **Support Services:** To provide expert services to our colleagues across TfL, building value and maintaining appropriate organisational controls;
 - (e) **Whole Life Assets:** To work to build and drive whole life assets outcomes; and
 - (f) **Income Generation:** To drive pace in initiatives that diversify and grow our revenue including protecting current customer revenue or trialling methods of increasing future income.
- 6.4 Over 50 opportunities during feasibility were assessed against a number of criteria and 32 have been prioritised. We are sequencing the delivery of these which will help us make optimal use of our resources and show how we are achieving the dual mandate.

List of appendices to this report:

A paper containing exempt supplementary information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Chief People Officer
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Date: 15 November 2023

Item: Enterprise Risk Update – Inability to Deliver Safety Objectives and Obligations (ER1)

This paper will be considered in public.

1 Summary

- 1.1 This paper is part of the annual review of our Enterprise Risk 1 – Inability to deliver safety objectives and obligations (ER1) and provides an updated assessment and status of ER1. We last provided an update on ER1 in June 2022, with further information on our approach to managing ER1 in November 2022.
- 1.2 Since our last update, there have been changes to the definitions of the Enterprise Risks. ER1 used to cover TfL Safety, Health and Environment (SHE) risk, but now focusses only on Safety, with Health and Environment being covered in Enterprise Risk 2 (Attraction, retention and wellbeing of our employees) and Enterprise Risk 3 (Environment including climate change adaptation).
- 1.3 ER1 captures the scope of our full safety risk profile across TfL’s activities including compliance with safety regulations and standards, prevention of safety incidents and the meeting of strategic Vision Zero objectives.
- 1.4 This paper outlines the improvements made in managing ER1 in the last year including alignment with TfL’s Strategy and clearer risk cascade, the current assessment of ER1, and next steps for continued improved management and mitigation of ER1.
- 1.5 Information is included in Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

3 Progress since last year

- 3.1 We provide updates on our Enterprise Risks at appropriate intervals. This ER1 update covers the period June 2022 – August 2023.

- 3.2 Considerable progress has been made in delivering our plan to improve the management of ER1 over the last year, including:
- (a) the launch of our TfL Strategy, including a spotlight on safety making clear our safety ambitions, and communicating how all our wider strategies, activities, and action work together to achieve our ambitions. The spotlight helps explain what is being delivered or what is important to do in our everyday activities to deliver strategic outcomes. Linking strategies to tangible actions and the contributions colleagues can make in their everyday roles helps demonstrate that safety really is a joint effort and encourage further engagement and challenge;
 - (b) establishing the pan-TfL Executive Committee Safety sub-group, providing sight and governance of safety issues across the value chain at Executive and Director level to consider the full picture of safety and coordinate direction of actions and resources for safety management and improvement;
 - (c) the launch of our new, simplified, accessible digital SHE Management System (SHEMS) that makes clear the safety requirements and procedures we must follow to better manage and reduce risks;
 - (d) continued roll out of our digital assurance tools to capture and report on compliance with SHEMS requirements and processes and provide direction for improvement action;
 - (e) development, launch and roll out of our required SHE training requirements for all eligible colleagues;
 - (f) introduction of further leading indicators to consider the 'bigger picture' of safety performance. Indicators help us better understand compliance and culture, to spot warning signs and areas of risk before incidents occur. For example, improved visibility of participation in our SHE leadership engagement tours, assurance information relating to compliance with the SHEMS, safety training and safety action completion rates;
 - (g) roll out of the SHE Cultural Maturity Model assessment across different business areas, after a successful pilot, to help them understand the issues affecting culture and devise continued improvement actions;
 - (h) rolling programme of strategic deep dives into our top areas of greatest risk to ER1. These include the launch of the Pan-TfL Fatigue Management Plan, understanding slips trips and falls across all modes, escalator entrapment, and track access risks to diagnose issues, develop targeted improvements and learn lessons across modes and from wider stakeholders and industries;
 - (i) development of the Public Transport and Bus Safety Strategies, and continued delivery of our Vision Zero Action Plan for Road Risk supporting the overarching TfL Strategy; and

- (j) agreement on the approach to cascade ER1 to Level 1 and Level 2 ensuring there is sight across and through the business of how we manage safety risk at every level and allocate resources and actions to the right parts of the value chain.

4 Current Status: ER1 Assessment of Risk

- 4.1 Despite the ongoing progress, our ER1 assessment remains as 'Above Tolerance' and our controls continue to 'Require Improvement'.
- 4.2 There are three main themes driving this assessment.

Preventing Major Safety Incidents: Assurance of Risk Controls

- (a) prevention is dependent upon existence, awareness and implementation of adequate safety management system requirements, processes and controls. As noted above, we have delivered a new digitised SHEMS, but work continues to assure compliance with these requirements across the business and associated reporting and governance to address any gaps;
- (b) the lessons we have learned from the inquest into the death of Christian Tuvi, and the hearing and sentencing remarks in relation to the Sandilands tragedy and wider incidents continue to be implemented as part of our comprehensive safety strategies and action plans;

Further detail on the lessons and actions arising from the Sandilands sentencing hearing and remarks, and more detail on specific approaches to managing safety risks is included in the separate paper 'Safety Risk Management on TfL Services', also on the agenda for this meeting;

Meeting Safety Commitments: Targets

- (c) we have ambitious safety targets in the form of Vision Zero for Road Risk, Customers and Colleagues, and are uncertain that we will meet our targets for zero killed or seriously injured for Colleagues by 2030 and Roads and Customers by 2041;
- (d) we do not accept that death or serious injury is inevitable or acceptable on our network. Improvements have been made, but while we are still seeing people killed and seriously injured on our network, the risk remains above tolerance;

Resources: Maintaining the Status Quo and Closing the Gap to Vision Zero

- (e) while there are some years to go to our 2030 and 2041 targets, a significant gap still exists between current and required performance at the same time as continued limitations on financial capital expenditure and operational expenditure resources;
- (f) considerable investment is required not only in new improvement schemes to turn the dial on Vision Zero, but also in new technology and technical safety improvements to ensure we improve, maintain and protect the steady state of our assets, operations and risk management processes; and

- (g) resource limitations impact both our ability to maintain steady state prevention of incidents and meet Vision Zero outcomes.
- 4.3 We are risk averse when it comes to safety and our risk appetite and tolerance for ER1 is low. We do not accept serious harm to customers and colleagues, or breaches of safety regulations.
- 4.4 ER1 risk management is a complex and continual process, and as detailed in our plan and summarised above, we have a range of controls and mitigations. Some are ongoing and necessarily long term, requiring constant and dynamic assessment and intervention to respond to changing environments and external influences. Others, including infrastructure and cultural change programmes are delivered over months and years. Ongoing monitoring of performance or external influences means we also identify and need to respond to new challenges.
- 4.5 While we do make progress, it is highly likely the risk status will remain as above tolerance as we strive to continually improve and not be complacent.

5 Managing Safety Risk Through ER1: Controls and Actions

- 5.1 Our progress to date, longer term plans and strategies and the latest review of the ER1 Risk Assessment have led to a review and reset of both our preventative controls to reduce the risk of injury or harm occurring and mitigatory controls to support limiting the further impact or severity should a risk turn into an issue.
- 5.2 This section outlines the controls, actions, and next steps we will continue to take reflecting our ER1 Management Plan and alignment with the TfL Strategy and Safety Spotlight.

Preventative

- 5.3 Continue to tighten and improve safety governance structures and processes, including clear understanding, communication and cascade of safety accountabilities, review of terms of references and tighter monitoring of performance and meeting action close out.
- 5.4 SHE Culture and leadership engagement programme delivery. To ensure safety remains a demonstratable priority by developing our leaders at all levels of the business. Also, to ensure that SHE Culture is measurable and understandable to enable a continuous improvement approach to culture maturity to be adopted through the SHE Culture programme.
- 5.5 Continual improvement, revision, and communication of the SHEMS content in line with effective practice, and ongoing monitoring of compliance with SHEMS requirements.
- 5.6 Communication of a risk-based safety assurance framework and guidance for use to support compliance with SHEMS and wider safety requirements. Assurance activities will also be used to continue the development and use of leading indicators and insight to support prevention of incidents.

- 5.7 Implementation, communication and training on new, more effective systems for capturing, managing and reporting safety, e.g. incident reporting and risk assessment systems.
- 5.8 Updated evidence and risk based robust long term action plans for closing the gap to Vision Zero, including strategic consideration of the resourcing required to deliver Vision Zero actions as per the plans across the business. This includes the ongoing deep dives into key safety risks to support understanding and effective targeted action.

Corrective

- 5.9 Improvements to process and capacity for formal and local investigations and lessons learnt, including stronger sponsorship of investigations and reports, action tracking and dissemination of lessons learned.
- 5.10 Risk-based assurance of safety requirements in response to insight from indicators and post implementation evaluation of interventions to ensure they are delivering the benefits and are effective.
- 5.11 Effective and efficient post incident decision making and procedures / processes, ensuring the SHEMS adequately covers emergency and post-incident planning / response and is understood.
- 5.12 Continued fostering of relationships with third parties / stakeholders enabling close liaison to ensure effective decisions making and appropriate response to incidents.

6 Next steps

- 6.1 Due to the need to continually rollout risk management improvements, ensuring full compliance with our new SHEMS, uncertainty about meeting Vision Zero targets and lessons we continue to embed from serious incidents, ER1 remains assessed as 'Requires Improvement'.
- 6.2 However, lessons learned over the year and progress in the SHE department has led to several opportunities to be realised in revising our approach to the management of ER1 to more efficiently and effectively mitigate SHE risk and deliver our outcomes. We will be working this year to progress our overall ER1 management plan to further:
 - (a) strengthen safety governance, accountability, and application of lessons;
 - (b) increase targeted communication and assurance of the implementation of our simplified SHEMS requirements and risk controls; and
 - (c) deliver the Safety elements of our TfL Strategy and action plans.
- 6.3 We will come back to the Panel at appropriate intervals to update on specific safety topics, workstreams and progress.

List of appendices to this report:

A paper containing exempt supplementary information is included on Part 2 of the agenda.

List of Background Papers:

Previous papers to the Panel, presented in [June 2022 and November 2022](#)

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
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Date: 15 November 2023

Item: Safety, Health, Wellbeing and Environment (SHE) Culture Programme

This paper will be considered in public.

1 Summary

- 1.1 Safety, Health, Wellbeing and Environment (SHE) Culture is a critical enabler for enhancing safety performance and outcomes, elevating colleague health and wellbeing and advancing our collective commitment to be a strong, green heartbeat for London.
- 1.2 The purpose of the paper is to introduce the Panel to the SHE Culture programme, including details and deliverables of the workstreams as well as key milestones. The SHE Culture programme is a framework that consists of four strategic focus areas: measurement, leadership, learning organisation; and just and fair.
- 1.3 The paper also provides the Panel with an early indication of the level of our SHE Culture maturity and outlines next steps to build a baseline level of maturity for the whole organisation.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 What is SHE Culture?

- 3.1 The definition of organisational culture is the set of values, beliefs, attitudes, systems and rules that outline and influence colleague behaviour. It is often referred to as “the way we do things around here”. It is the thoughts, feelings and actions of colleagues, which may be visible or invisible, that define an organisation.
- 3.2 Our SHE Culture is fundamental to enabling us to fulfil our Vision Zero target outlined within the Mayor’s Transport Strategy. Culturally mature organisations typically reduce the number and severity of harm causing incidents occurring due to the organisation’s operations and activities.
- 3.3 Improving our SHE Culture is a core objective of the TfL Strategy. The SHE Culture programme’s milestones are included within the Safety and Security roadmap, but also align with the vision set on the Colleague and Green Future roadmaps.

- 3.4 A SHE Culture is not separate from an organisational culture but forms an important component to how an organisation approaches, promotes and manages its SHE performance, compliance and requirements. Organisations with higher levels of SHE Culture maturity are generally associated with more consistent performance across a variety of different factors including operational and financial performance.

4 Introduction to TfL's SHE Culture Programme

- 4.1 We have an active programme to build our safety culture and associated health, wellbeing and environmental initiatives, but we want to mature further. The SHE Culture programme has been developed by reviewing academic research, best practice defined by regulators and benchmarking across comparable organisations. It consists of four workstreams:
- (a) SHE Culture measurement;
 - (b) SHE leadership;
 - (c) learning organisation; and
 - (d) just and fair.
- 4.2 The programme considers the 'S' 'H' and 'E' elements, which have been built on the lessons of past initiatives, understanding of all applicable and available models, using the latest academic theory, and with the support of the leading culture maturity consultancies.

5 SHE Culture Measurement Workstream

- 5.1 To improve our SHE Culture, we must be able to consistently measure our level of culture maturity. This has led to the development of the innovative SHE Culture Maturity Model. It has been utilised to create, for the first time, a fully integrated SHE model, which measures levels of environment culture maturity alongside safety, health and wellbeing.
- 5.2 The model was created by evaluating best practice across the industry, benchmarking and liaising with external organisations such as the Rail Safety and Standards Board (RSSB). The model builds upon the culture segment within the Office of Rail and Road's Risk Management Maturity Model (RM3) to ensure it can be used in conjunction with the assessment, but also ensure we are adequately incorporating health, wellbeing and the environment into our culture measurement activity.
- 5.3 The model enables us to:
- (a) understand our level of SHE Culture maturity;
 - (b) assess strengths, weaknesses and opportunity areas;
 - (c) plan improvement activities;
 - (d) enable continuous culture improvement;

- (e) track progress over time; and
- (f) benchmark performance against other organisations.

5.4 The SHE Culture Maturity Model measures what colleagues know, feel and do on a scale. The scale ranges from Level 1 ('Minimum'), describing a culture where only the bare minimum is done to ensure legal compliance, through to Level 5 ('Enlightened'), where there is constant self-reflection and proactivity, and a drive to continuously improve SHE.



Picture 1: SHE Culture Maturity Model

- 5.5 The process for implementing the model at TfL is the SHE Culture Assessment, which is based on a confidential survey which asks 24 multiple-choice questions, each with five possible answers, describing what colleagues know, feel, and do, as well as a range of free text boxes for colleagues to offer opinions on improvement opportunities.
- 5.6 Teams and departments can progress through the maturity levels which make up this scale by building on the strengths and removing the weaknesses of the previous levels.
- 5.7 The model and associated assessment has been successfully piloted over the past year in six differing business areas and is now being implemented on a department-by-department basis to build a TfL-wide culture maturity baseline. It is intended that each directorate will know their level of SHE Culture maturity and have an improvement plan in place by April 2024.

- 5.8 The implementation is currently supported by the technological solution of an external contractor to assist with survey anonymisation. The programme intends to have its own self-service solution identified and launched by December 2024.
- 5.9 As of 15 September 2023, the SHE Culture Assessment has been completed by 1,628 colleagues with an average departmental completion rate of 59 per cent.
- 5.10 Early results demonstrate that TfL is firmly in the 'structured level' of maturity. The findings identify that safety culture is the most mature, followed by health and wellbeing then the environment.
- 5.11 The characteristics of the structured level are:
- (a) SHE tends to be driven by process, procedures and the management system;
 - (b) SHE data is collected and/or discussed but it is not always clear why; and
 - (c) things can feel imposed by management, rather than shaped by colleagues.
- 5.12 Colleagues at this level typically:
- (a) know the importance of systems, audits and requirements to meet numbers;
 - (b) feel a growing confidence of knowing 'how it works'; and
 - (c) gather and analyse data on SHE, but the effectiveness is not always proven.
- 5.13 The workstream will report quarterly on completed SHE Culture Assessments, combined with progress against milestones within the business area improvement plans, and the progress of the overall SHE Culture programme.
- 5.14 The SHE Culture programme will report to the Panel on an annual basis.

6 SHE Leadership Workstream

- 6.1 The SHE Culture programme's leadership workstream identifies three key priorities for us:
- (a) our leaders need to be visible and role model positive SHE leadership behaviours;
 - (b) our leaders need to be equipped with the right training, skills and knowledge; and
 - (c) we need to continuously raise our SHE leadership standards.
- 6.2 The initial focus is on SHE leadership engagement tours. The workstream is encouraging the organisation to make targets for SHE engagement to ensure our leaders are visible across the whole organisation. The organisation is supported through the instruction, advice and guidance in the updated SHE Management System and recorded using the I-Auditor tool to ensure centralised reporting. The number of completed tours will be reported and annual deep dives will be undertaken to monitor quality in addition to our usual assurance activities.

- 6.3 This will be supported by a change in methodology where leaders will be trained to use positive reinforcement in their engagement with a new suite of materials released to enable our leaders to do this which will be ready for the end of the 2023/24 financial year as well as a new SHE leadership training package that will be available in the autumn of 2024.
- 6.4 We will regularly review our current SHE leadership capability using the culture assessment, the use of external experts and benchmarking against other organisations to ensure we continuously improve our standards, support materials and approaches.

7 Just and Fair Workstream

- 7.1 The just and fair workstream is built on the theory of psychological safety, where individuals feel able to speak up without fear of being unfairly blamed when things go wrong.
- 7.2 To achieve this a set of principles has been developed and incorporated into the updated SHE Management System. To cascade this approach, it will be embedded into all relevant SHE procedures, such as incident investigation, governance and communications. This will be undertaken throughout 2024 and completed by April 2025.
- 7.3 A new tool has been created to support managers with fairly and consistently identifying the type of behaviour demonstrated by individuals involved in incidents and will be rolled out across the organisation. The communications for implementation will be complete by spring 2024 with monitoring commencing in autumn 2024.
- 7.4 A bespoke hearts and minds and behavioural-focussed training package will also be developed and rolled out across the organisation by the summer of 2025.
- 7.5 A deep dive will be undertaken to understand the reasons that some colleagues don't report issues in the organisation, aligning with a similar study potentially being undertaken by the RSSB. Feedback on the problem statement with recommendations into the just and fair workstream and its milestones will be completed by April 2024.

8 Learning Organisation Workstream

- 8.1 To continue to improve our SHE Culture, there must be a focus on how the organisation learns and shares lessons and ensures they are the foundation of improvement activities.
- 8.2 A deep dive will be undertaken to understand how the organisation currently learns lessons and incorporates them back into business as usual, from a culture, people and process perspective. This will be supplemented by a review to assess how other organisations have developed in this space. A detailed programme will be provided at the next programme update in autumn 2024, with a full programme developed and approved by April 2025.

9 Next Steps

- 9.1 An update on the SHE Culture programme and progress against the milestones outlined in the workstream descriptions will be provided to the Panel in the autumn of 2024.
- 9.2 A programme of workstreams will be developed to outline how we incorporate the supply chain into the SHE Culture programme by the winter of 2024.

List of appendices to this paper:

None

List of Background Papers:

None

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Date: 15 November 2023

Item: Work-related Violence and Aggression

This paper will be considered in public

1 Summary

1.1 This paper provides an overview of work-related violence and aggression (WVA) and an update on delivery of the WVA strategy and priorities for 2023/24.

2 Recommendation

2.1 **The Panel is asked to note the paper.**

3 Background

3.1 In February 2020, the Panel endorsed our first pan-TfL WVA strategy. We provide quarterly updates to the Panel on the volume and nature of incidents and progress on our annual action plan.

3.2 Our vision is to eradicate WVA. The strategy committed us to a new organisation-wide approach to WVA. It places a strong emphasis on preventing incidents from occurring in the first place, improving the support we give to our people when they are a victim and continually learning and improving our approach to keeping our people safe. Our commitment to tackling WVA was reaffirmed in our Business Plan.

3.3 The strategy covers all our people, including those who work directly for TfL, those who work for our operators, those who work for our contractors and those we regulate to provide transport services.

3.4 The strategy builds on our strong partnership working with the British Transport Police (BTP), City of London Police and the Metropolitan Police Roads and Transport Policing Command. Tackling WVA against all colleagues is a police priority and involves prevention, reassurance and investigative activity.

3.5 It has been three and a half years since the launch of the strategy, recognising a pause on implementation during the coronavirus pandemic. Significant progress is being made in many important areas. However, our colleagues continue to be subjected to unacceptable levels of violence and aggression while doing their jobs.

- 3.6 The latest quarterly statistics are included in the Safety, Health and Environment Report – Quarter 2 2023/24 elsewhere on the agenda for this meeting. In the first six periods of this year, there have been around 5,000 reported incidents of WVA to our colleagues or other frontline colleagues working on our public transport networks. Almost one fifth of reported incidents involved some physical contact with the staff victim and several colleagues have received serious injuries including a colleague at Harrow-on-the-Hill who was left with life threatening head injuries by a violent fare evader. Fare evasion and ticket disputes are the main contributor, accounting for almost half of all reported incidents.
- 3.7 This issue is not specific to us or to the transport industry. Many sectors including health, hospitality, retail and emergency services are also reporting increased levels of WVA towards their staff. We are working closely with partners and stakeholders to share learning and resources. As always we will also continue to work with our trade unions to ensure we have workforce input and offer reassurance that our staff's safety and security remains of paramount importance.

4 Progress on delivering our strategy

- 4.1 Since the launch of the strategy in 2020, we have made positive progress against the 23 high level commitments. Key deliverables include:
- (a) created a single and expanded pan-TfL WVA team to lead on prevention, investigation and victim support activity;
 - (b) recruited and trained over 100 Transport Support and Enforcement Officers (TSEOs) to provide visible support to our frontline colleagues and deal with the triggers of WVA, across all our public transport networks;
 - (c) completed phases 1 and 2 of our body worn video (BWV) programme, rolling out almost 4,500 body worn cameras across 330 of our sites, available to over 8,000 users;
 - (d) rolled out nearly 250 emergency communication devices with Global Positioning System functionality for colleagues to connect quickly with emergency services if they feel threatened;
 - (e) improved our customer-facing communications campaign on the consequences of assaulting our people as well as our employee communications to raise the profile of WVA and encourage reporting;
 - (f) updated our conflict management and de-escalation safety advice and introduced a new e-learning module for colleagues who did not have access to classroom training;
 - (g) renewed our focus on fare evasion, the main contributor to WVA, through the development of our revenue protection strategy and

programme which includes revenue enforcement and improved use of technology;

- (h) implemented hotspot action and problem-solving plans in areas with higher levels of WVA incidents;
- (i) improved the collection and reporting of WVA data which has improved our understanding of the nature and volume of incidents and is providing a strong evidence base for WVA measures; and
- (j) introduced WVA as a shadow indicator on our scorecard while we create a reliable baseline for target setting, performance monitoring and driving accountability.

5 Priorities and progress on the 2023/24 workplan

- 5.1 The annual delivery plan includes the following priorities for 2023/24. Six months in, delivery is on track, with significant progress being made in some key areas including BWV.

BWV Phase 3

- 5.2 We have made it a requirement for our directly employed operational, customer-facing colleagues to wear BWV as part of their essential kit while on duty. We made this decision in response to the increasing levels of WVA including several very serious incidents, inconsistent use and compelling evidence that BWV works in reducing WVA.
- 5.3 New research from University of Cambridge (2023), commissioned by the Rail Delivery Group, shows that BWV is an effective preventative measure against staff assaults and increases the likelihood of positive outcomes against offenders.
- 5.4 Since 27 September 2023, our colleagues have been required to wear a BWV camera when on shift in a customer facing environment, where a camera is available. This is an embedding period while we complete the essential preparatory work, including 24/7 support for when this requirement is incorporated into local performance standards on 31 January 2024.
- 5.5 Other technical improvements are also underway, including the facility for colleagues to be able to tag their own footage for retention replacing the current manual process), battery refresh and alternative methods for signing out cameras.

Conflict Management Training

- 5.6 A review of conflict management and de-escalation training provision across Operations has identified inconsistencies in approach (content and delivery model) and areas for improvement. Our Operations team has recently agreed some short, medium and longer-term continuous improvement actions.

- 5.7 Colleagues from business areas without an established conflict management training programme have been trained as a priority. Enhanced training is currently being provided to London Underground revenue control colleagues.
- 5.8 Other short-term actions include the provision of conflict management guidance and briefing notes accessible to all operational staff. Engagement sessions including WVA workshops, British Transport Police-led sessions and WVA team visits to stations and operational bases continues.
- 5.9 We are in the process of planning a 12-month training programme where we will prioritise training for staff working at the top 25 WVA hotspot locations which includes London Underground and bus stations, before rolling it out more widely based on risk/harm data. We are engaging with our Trade Unions.
- 5.10 In parallel, we will be developing our longer-term training offer including scope, requirements and delivery plan. We will work with our operators as part of this.

Other priority areas

- 5.11 TSEOs – we have strengthened the working arrangements for TSEOs across all modes including the coordination and joint working with other enforcement teams and being able to routinely deploy to beyond the ticket barriers of London Underground stations where they can better support colleagues. A TSEO night team of 15 will be introduced, in January 2024, to provide more support to staff on night transport services. Deployments will be coordinated with our policing partners.
- 5.12 Dealing with emerging contributors – we have established a new process for monitoring and responding to emerging issues that are resulting in increased risk for our colleagues or making them feel unsafe. This includes an enhanced focus on repeat offenders and a new school engagement and escalation process. We will be funding the London Transport Museum to provide support with school intervention measures. We continue to run Operation Scholar with our policing partners at the beginning of a new academic year to help prevent incidents occurring.
- 5.13 Incident reporting – we are continuing our work to streamline and make it easier for colleagues to report WVA and improve their confidence to do so, knowing that action will be taken. A key element of this is our engagement activity with bus operators, drivers and other frontline bus colleagues.
- 5.14 Enhancing victim support – we will ensure every victim of WVA is contacted and offered high quality victim support, enabled by our new WVA support team structure and processes and delivery of a new WVA case management system.
- 5.15 Improving investigation and criminal justice outcomes – we are closely monitoring WVA criminal case outcomes and work with policing partners to take action to improve these where we can. This includes BTP expanding the

remit of its dedicated London Underground colleague assaults team to include all our rail operators.

- 5.16 Problem-solving and hotspot action plans – we are focussing our WVA and enforcement activity on persistent WVA hotspots to improve staff safety. We have implemented a new process for prioritising locations and coordinating and tracking actions. Examples include Turnpike Lane, Seven Sisters, Camden Town, Harrow-on-the-Hill and Whitechapel. We will produce a WVA hotspot toolkit for managers.
- 5.17 Communications – we are raising awareness of our stance, vision and strategy towards eliminating WVA; our colleagues believe we take it seriously and are taking action. This involves a full schedule of frontline WVA engagement visits and refreshing our customer-facing communications.
- 5.18 On 16 October, we hosted a taxi and private hire (TPH) driver safety forum with trade bodies, operators and Safety, Health and Environment (SHE) experts to hear first-hand TPH drivers' experiences of violence and aggression while at work. The session was very well attended and concluded with a commitment to work together on topics such as CCTV in cabs/vehicles; passenger charter and standards; awareness raising to improve reporting; and training. Action will be taken forward by our Licensing and Regulation team, SHE and Security, Policing and Enforcement colleagues working with trade associations, operators and the wider industry.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 15 November 2023

Item: Ultra Low Emission Zone Update

This paper will be considered in public

1 Summary

- 1.1 This paper sets out the key findings of the London-wide Ultra Low Emission Zone (ULEZ) first month report. The full report can be viewed here: <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/environment-and-climate-change-publications/london-wide-ultra-low-emission-zone-first-month-report>.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 On 29 August 2023, to help tackle air pollution in the capital, ULEZ was expanded across all London boroughs.
- 3.2 The ULEZ boundary is now the same as the boundary for the Low Emission Zone for heavy vehicles. The London-wide zone measures 1,500km² and covers nine million people, making it the largest zone of its kind in the world.
- 3.3 On 31 October 2023, the Greater London Authority published the London-wide ULEZ first month report.
- 3.4 The report evaluates the impact of the newly expanded scheme in its first month. The initial data shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads.
- 3.5 The report compares volumes of detected vehicles in September 2023 to June 2023 in the first instance. It focuses primarily on the "compliance rate" of vehicles travelling in the zone that are subject to the ULEZ standards – that is cars, vans, minibuses and motorcycles. The compliance rate is the percentage of vehicles detected in the zone that meet the ULEZ standards. The higher the compliance rate the more successful the scheme has been in accelerating the transition to cleaner vehicles.
- 3.6 The report does not cover the impacts of the scheme on air pollutant emissions and concentrations, as one month does not provide enough time to accurately assess the impact of the scheme on these.
- 3.7 Preliminary analysis of pollutant concentrations will be reported in the six-month report and fuller analysis of both emissions and concentrations will be reported in

the one year report. This is the same approach that was taken for monitoring the central London ULEZ and expansion to inner London.

- 3.8 The report does not cover the uptake and outcome of the ULEZ Scrappage Scheme as this is still a live scheme with funding remaining. An updated Scrappage Scheme factsheet was released on the same day as the report's publication providing data up to 22 October 2023. It can be accessed here: <https://tfl.gov.uk/corporate/publications-and-reports/ultra-low-emission-zone>

4 Key Findings from the London-wide ULEZ First Month Report

- 4.1 The report found that a larger proportion of vehicles seen driving in London are cleaner. The London-wide compliance rate for vehicles subject to the ULEZ standards during the first month was 95.3 per cent, up from 91.6 per cent in June 2023 and 39 per cent in February 2017 when changes associated with the ULEZ began.
- 4.2 Compliance rates have increased for both cars and vans. 96.4 per cent of cars and 86.2 per cent of vans seen driving in the London-wide ULEZ met the standards in the first month of operation, up from 93 and 80.2 per cent in June 2023 and 44 and 12 per cent in February 2017.
- 4.3 There are fewer older, more polluting cars seen driving in the zone. On an average day, there were 77,000 fewer unique non-compliant vehicles (i.e. individual vehicles detected travelling in the zone at least once) seen detected in the London-wide ULEZ compared to June 2023. This is a 45 per cent reduction in non-compliant vehicles.
- 4.4 There has also been an overall reduction in vehicles seen driving in the zone. On an average day, there were 48,000 fewer unique vehicles driving each day in the London-wide ULEZ compared to June 2023. This is a two per cent reduction, although it will take more time for traffic patterns post launch to fully emerge. Preliminary analysis of traffic flows indicates there have been no notable changes across London or on the London-wide ULEZ boundary. However, it is too early to draw firm conclusions and monitoring will continue in the coming months.
- 4.5 In the expanded outer London area, vehicle compliance has increased by 10 percentage points since the launch of the consultation to expand the ULEZ London-wide. Vehicle compliance in the expanded outer London area is now 95.2 per cent, up from 85.1 per cent in May 2022 when the consultation on proposals to expand the ULEZ London-wide launched, and from 90.9 per cent in June 2023.
- 4.6 The London-wide ULEZ has closed the compliance gap between outer London and inner and central London. After just one month of the London-wide ULEZ operating, compliance rates for vehicles using London's roads are now nearly the same across all areas of London for each vehicle type. Overall vehicle compliance in the expanded outer London area is now 95.2 per cent, compared to 95.9 per cent in inner London the same month.
- 4.7 In outer London, well over nine in 10 cars now meet the ULEZ standards. Car compliance in the expanded outer London area is 96.4 per cent, up from 92.4 per

cent in June 2023 and 90 per cent in November 2022 when the Mayor announced the decision to expand the ULEZ London-wide. Van compliance in the outer London area was 86.2 per cent, up from 79.5 per cent in June 2023 and 77.8 per cent in November 2022.

- 4.8 High levels of compliance mean only a small proportion of vehicles paid the charge. On an average day, of all ULEZ vehicles seen driving in London, only 2.9 per cent pay the charge, 1.7 per cent are non-chargeable (including those registered for a discount or exemption), and 0.2 per cent are issued with a warning notice or, from 26 September, a penalty charge notice. The rest meet the ULEZ standards.

List of appendices to this report:

None

List of Background Papers:

London-wide Ultra Low Emission Zone First Month Report (October 2023)

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This paper will be considered in public

1 Summary

- 1.1 This paper provides an annual update on TfL's Responsible Procurement programme, as requested by the Panel in June 2022.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Greater London Authority (GLA) Group Responsible Procurement Implementation Plan

- 3.1 The GLA Group Central Responsible Procurement Team (CRPT) published the revised GLA Group Responsible Procurement Implementation Plan 2022-2024 (RPIP) in September 2022. The RPIP sets out how the GLA and Functional Bodies, including TfL will deliver the goals of the GLA Group Responsible Procurement Policy, revised in March 2021, between 2022 and 2024.
- 3.2 Key ambitions within the plan include:
- (a) all bidders for contracts over £5m must provide organisational carbon reduction plans at the Selection Questionnaire stage. Evaluation criteria will also be included in these tenders to encourage bidders to demonstrate their contribution towards London's ambition of being net-zero carbon by 2030;
 - (b) new contracts from 2025 will require zero-emission deliveries to GLA Group sites;
 - (c) the GLA Group, including TfL, will work towards purchasing 30 per cent of goods and services from small and medium-sized enterprises (SMEs) either directly or via the supply chain, in line with the London Anchor Institutions Charter. This ambition will involve further work to understand constraints, deliver on the 30 per cent target and effectively measure both direct and supply chain spend with SMEs. In the Financial Year 2022-23, the GLA Group SME spend was 15.8 per cent;

- (d) a minimum of 10 per cent of the total tender evaluation score will be allocated to responsible procurement and social value for all GLA Group contracts above the threshold for competitive procurement as set out in the relevant procurement regulations contract, which recognises bidders who will deliver community, environmental and local economic benefits where relevant and proportionate to the subject matter of the contract. Through this approach, the GLA Group, although not directly within its scope, is electing to align to the government's Procurement Policy Note 06/20 which outlines how social value should be explicitly evaluated in central government procurement;
 - (e) create 500 supply chain apprenticeship starts per annum across the GLA Group and progress towards apprentices reflecting London's diversity;
 - (f) across the GLA Group, double the number of signatories to the Mayor's Good Work Standard, from 26 to 52. The Mayor's Good Work Standard is a free accreditation programme that provides employers with a set of best employment practices alongside information and resources to help achieve them
 - (g) work across the GLA Group supply chain to support the delivery of the interim target for Non-Road Mobile Machinery (NRMM) to meet Stage IV requirements by 1 January 2025. Stage IV requirements refers to the EU emission standards for diesel engines. NRMM is a broad category covering mobile machines and transportable industrial equipment or vehicles which are fitted with an internal combustion engine and not intended for transporting goods or passengers on roads; and
- 3.3 Delivering on Responsible Procurement commitments forms part of the 14-point improvement programme for P&C. In particular, a significant programme of work is ongoing to assign a minimum of 10 per cent of the total tender evaluation weighting to social value and responsible procurement criteria in all above threshold procurement exercises where relevant and proportionate and develop and roll out the use of the Social Value Portal (SVP) to enable evaluation of such criteria.

4 2023 Activity

Skills and Apprenticeships

- 4.1 TfL's Supplier Skills Team (SST) supports delivery of the skills, training and employment opportunities theme of the GLA Group Responsible Procurement Policy, by embedding contractual requirements in relevant tenders and managing the delivery of supply chain commitments.
- 4.2 The SST currently manages requirements in approximately 50 contracts to support delivery of supply chain commitments following contract award and reports quarterly supply chain apprenticeship and job starts to the GLA.

- 4.3 In the financial year 2022/23, there were 892 new apprenticeship starts in our supply chain and 1,224 job starts. Fifty-eight per cent of these apprenticeship starts are from a Black, Asian or minority ethnic background and 16.3 per cent identify as female.
- 4.4 The team delivers in-person pre-employment programmes throughout the year. These catalyst programmes were created to address the skills shortage and diversity of the workforce within the transportation and engineering sectors. This collaborative approach with suppliers encourages Londoners with employment barriers into our supply chain.
- 4.5 Historically, the programmes have put around 33 per cent of candidates into employment, but more recently this has increased to 50 - 70 per cent moving into sustainable jobs. Further benefits such as increased confidence and work-readiness are evident in those who do not immediately find work.
- 4.6 In June 2023, the team ran a pilot refugee pre-employment programme in partnership with the North West London NHS Trust. Key suppliers Cleshar, FM Conway and Riverlinx CJV offered two-week work placements to skilled and/or experienced candidates with refugee status. Two candidates have progressed to full-time employment to date. All candidates left their placement with positive feedback and have developed strong working relationships with a view to future opportunities.
- 4.7 As part of National Apprenticeship Week in February, the CRPT hosts an annual Apprenticeship Fair. The first in-person apprenticeship fair since the pandemic was held at the Royal Borough of Kensington and Chelsea (RBKC) Town Hall in February 2023. In total, 35 organisations and approximately 1,000 candidates attended. Along with the opportunity to speak with TfL suppliers, candidates took part in further break-out sessions on employability skills with the London Transport Museum.
- 4.8 The SST has begun planning activity for the next National Apprenticeship Week Fair 2024, which will once again be held at the RBKC Town Hall. In addition, three more pre-employment programmes are being planned for the remainder of the financial year:
- (a) the sixth iteration of Women into Transport and Engineering will take place in November 2023. This will be with TfL key suppliers Yunex, Telent, and MTR Elizabeth Line and GLA Group key supplier Babcock. This five-week programme will give candidates two weeks of pre-employment training at college before completing two weeks of work experience with one of the suppliers;
 - (b) the SST is facilitating a partnership between Morgan Sindall Infrastructure and TfL's Capital team to attract ex-service personnel to roles in construction, working with Buildforce, which supports service leavers, veterans, reservists and their families, as they transition into long-term careers in construction. We are hosting an insights day on 30 November 2023; and

- (c) the SST will be conducting a new programme aimed at getting underrepresented groups such as ex-offenders, BAME and women with no or low income into employment within the industry. This programme is scheduled to begin in February 2024.

Social Value

- 4.9 In April 2023, TfL approved the roll out of the SVP to facilitate assigning a minimum of 10 per cent of the tender evaluation criteria to social value and responsible procurement.
- 4.10 From November 2023, certain new above threshold procurement strategies will be required to assign a minimum of 10 per cent evaluation weighting to social value and responsible procurement criteria and incorporate the use of the SVP to enable evaluation of those criteria alongside existing Responsible Procurement approaches. This will initially apply to the procurement of non-capital contracts using TfL's standard form contract for services and framework terms only, with capital contracts following at a later stage.
- 4.11 Social Value Portal Limited, the owner of the SVP, is the current market leader in measurement and reporting of the National Themes Outcomes and Measures framework which is overseen by the National Social Value Taskforce. The CRPT will ensure that service and supplies are secured for the longer term (as required) taking account of any market developments in this regard.
- 4.12 The CRPT delivered mandatory in-person training on the incorporation and use of the SVP into in-scope, above threshold procurement activity to approximately 350 P&C colleagues throughout October 2023. Colleagues in Capital will be trained at a later stage owing to the phased programme implementation. The training and associated guidance will be kept under review and updated periodically by the CRPT to address issues which may arise in programme implementation.
- 4.13 This work is overseen by P&C as part of the 14-point Improvement Workstreams and sponsored by one of the Directors of Procurement and Commercial. The workstreams report periodically to the Chief Finance Officer on progress.

Ethical Sourcing and Modern Slavery

- 4.14 As referenced at the meeting of the Panel in June 2023, TfL's Modern Slavery Statement 2022/23 (the Statement) is now published on the TfL website.
- 4.15 A specific focus of the RPIP is the Cabinet Office Modern Slavery Assessment Tool (MSAT). The RPIP includes an ambition for all medium to high-risk suppliers to complete the MSAT and score 70 per cent or above by 2024.

- 4.16 A modern slavery risk assessment was conducted in January 2022 and those suppliers considered medium- to high-risk according to the services or works they are delivering were invited to complete the tool. To date, 80 per cent of the 51 invited suppliers have completed the survey, an increase from 50 per cent last year. The CRPT is working to improve the response rate as well as hosting two due diligence workshops through the Supply Chain Sustainability School to upskill our suppliers and improve their scores.
- 4.17 TfL is actively participating in the programme run by Electronics Watch, the independent monitoring organisation, relating to Low-Emission Vehicles. This addresses human and labour rights risks and issues in the supply chain of electric vehicle batteries of public procurement authorities in Europe. This includes the sourcing of raw materials - namely nickel, lithium, cobalt and graphite – where there is a high risk of labour exploitation.
- 4.18 The CRPT and Bus Development team gained agreement from Bus Operators to discuss human rights issues directly with manufacturers. To date, two rounds of meetings have been held with all manufacturers where we have discussed our desire to work in partnership to improve transparency of their battery supply chains and collaborate with Electronics Watch to monitor and improve working conditions. This aligns with the proposals of London's 2030 Electric Vehicle Infrastructure Strategy.
- 4.19 The CRPT has presented on this innovative and leading approach to the C40 Cities network and will be doing so at the Global Smart City Congress in Barcelona in November 2024.
- 4.20 Within Places for London, a newly formed compliance team who regularly visit our estate were trained in spotting the signs of modern slavery. The training was also attended by the Places for London Commercial Director.
- 4.21 The Statement outlines that Places for London plans to provide tenants with further engagement and information on modern slavery risks as well as risk assessing our tenants, so we better understand the risk profile of our estate.

Environmental Sustainability

- 4.22 The CRPT liaises with Safety, Health and Environment (SHE) colleagues to ensure the environmental commitments within the RPIP 2022-24 closely align with TfL's Corporate Environment Plan.
- 4.23 The standard Selection Questionnaire pack has been updated and includes a requirement for bidders on all contracts over £5m in value to provide an organisational carbon reduction plan, in line with the requirements of Procurement Policy Note 06/21 which outlines how to take account of Carbon Reduction Plans in the procurement of major government contracts, and the RPIP commitment.
- 4.24 An approach for evaluation of those plans has been finalised and will be communicated to P&C.

- 4.25 There is a significant focus on progressing the target for new contracts from 2025 to require deliveries to the TfL estate to be zero-emission. The CRPT is working with City Planning to manage the project plan, determine scope and bring in all relevant stakeholders.
- 4.26 The CRPT and the SHE Corporate Environment Team continue to work closely with industry and the Supply Chain Sustainability School to ensure consistency in our approach and best practice sharing. TfL sits on the Climate Action Group to keep abreast of industry developments.
- 4.27 P&C has included a scorecard target for 70 per cent of the Directorate to be trained in Carbon Literacy by April 2024, aligning with the approach of other Directorates. As of November 2023, 99 colleagues have completed the training with a target of 420 by the end of the financial year. Our co-ordinators continue to promote and encourage sign-ups for future sessions.
- 4.28 The CRPT is assisting with supplier spend data to support the development of TfL's scope 3 (supply chain) emissions baseline and further the supply chain carbon baseline assessment report completed by Mott MacDonald in 2020. This is with a view to setting reduction targets and monitoring reductions which ties into RPIP ambitions.
- 4.29 To support London's Low Emission Zone for Non-Road Mobile Machinery (NRMM), a portal has been developed and launched on the London.gov website. Contractors will be required to upload their NRMM to the portal and to demonstrate adherence to contractual requirements. Requirements have been included in updated Works Information and a supplier guidance document has been developed which is due to be finalised and cascaded to external stakeholders.

Fair and inclusive employment practices

- 4.30 Approximately 50 per cent of TfL key suppliers disclosed their workforce diversity data through the Diversity Data Benchmarking Initiative, in which National Highways, Network Rail and HS2 are also participating.
- 4.31 Seventy-three TfL suppliers responded in total, up from fifty-nine last year, including a higher number of SMEs. In total, the survey represents over 525,000 employees working in the sector of which more than 225,000 are in TfL's supply chain.
- 4.32 The CRPT works closely with the other transport clients and suppliers to act on the results and improve Equality, Diversity and Inclusion in the industry.

Supplier Diversity

- 4.33 TfL is an active member of the London Anchor Institution Network (LAIN) procurement working group, supporting the organisation in progressing towards spending 20 per cent with small and diverse businesses, whether in our direct or indirect supply chain.

- 4.34 The LAIN has produced a guide to social value for small businesses to ensure they are supported and not disadvantaged when bidding for public sector opportunities.
- 4.35 TfL continues to identify opportunities to reserve below-threshold contracts for SMEs following a successful trial last year. A tracker has been established and the CRPT is engaging with senior procurement stakeholders to identify future opportunities.
- 4.36 A task is underway to request SME-spend data from our Tier One suppliers so we can fully understand the extent to which our procurement activity supports UK SMEs within our supply chain.
- 4.37 In July 2023, we invited key supplier Telent to join us at the Department for Transport's SME engagement event in Milton Keynes. A number of P&C leads attended to communicate upcoming opportunities in their categories.
- 4.38 In October 2023, the CRPT attended the Railway Industry Association SME event to promote procurement opportunities and educate SMEs on the Responsible Procurement programme to better prepare them for future tender opportunities.

Contracts and Tenders

- 4.39 The CRPT supports TfL's P&C function on implementing Responsible Procurement requirements from early market engagement through tender evaluation to contract management. Significant procurements receiving support in 2023 include the Pan-TfL design, manufacture and supply of uniform, Elizabeth Line Concession, London Overground operation and maintenance concession, manufacture, supply and maintenance of Bus Stops and Shelters, Advertising Concession, ICT hardware reseller framework and the provision of labour under the Track Works and Resources framework.

List of Appendices:

Appendix 1 – Procurement Threshold Values

List of Background Papers:

GLA Group Responsible Procurement Implementation Plan 2022-2024

Procurement Policy Note 06/20:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/921437/PPN-06_20-Taking-Account-of-Social-Value-in-the-Award-of-Central-Government-Contracts.pdf

London Anchor Institutions Charter:

https://www.london.gov.uk/sites/default/files/anchor_institutions_charter_1.pdf

Procurement Policy Note 06/21:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054374/PPN-0621-Taking-account-of-Carbon-Reduction-Plans-Jan22_1_.pdf

Guide to Social Value for London's Small Businesses

<https://www.businesshub.london/resource/guide-to-social-value-for-londons-small-businesses/>

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Manager

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Threshold values:

TfL Procurement Threshold values					
All values are in GBP (£)					
Public Contracts Regulations (PCR)					
	Supplies	Services	Works	Light Touch Regime	Threshold for competition
TfL thresholds	170,000	170,000	4,400,000	540,000	25,000*
GLA threshold	170,000	170,000	4,400,000	540,000	25,000*
Utilities Contracts Regulations (UCR)					
TfL thresholds	350,000	350,000	4,400,000	725,000	25,000
Concession Contracts Regulations (CCR)					
TfL thresholds	N/A	4,400,000	4,400,000	N/A	25,000

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Date: 15 November 2023

Item: Our Colleague Quarterly Report

This paper will be considered in public

1 Summary

1.1 The Quarterly Report is a standing item on the agenda for this Panel. It provides an update on key activities across the Chief People Office for the period September to November 2023.

1.2 This also provides a clear line of sight between the activities included within these reports and our Colleague Strategy.

2 Recommendation

2.1 **The Panel is asked to note the report.**

List of appendices to this report:

Appendix 1: Our Colleague Quarterly Report

List of Background Papers:

None

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Our Colleague Quarterly Report - September to November 2023

15 November 2023



Our Colleague Quarterly Report

September to November 2023

Introduction

Our Colleague Quarterly Report provides an overview of work taking place to make Transport for London (TfL) a great place to work for everyone.

The report provides an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, while also improving the wellbeing of our colleagues.

The report also covers updates and achievements since the previous meeting of the Panel in September 2023.

The format of this report will provide an update on:

1. Our Colleague Strategy
2. Creating a culture of inclusion
 - a. Launch of Inclusion Matters
 - b. Reasonable and Workplace Adjustments
 - c. Disability Awareness
3. Supporting everyone to achieve their work ambitions
 - a. Building Skills for the Future
 - b. Welcoming our latest Graduates, Interns and Apprentices
 - c. Leading the Future – Group Coaching Proposals
4. An attractive and fair employee offer
 - a. Our Approach to Reward
5. Our TfL Programme



Our Colleague Strategy

Our Colleague Strategy

Our Colleague Strategy was successfully launched on 5 July 2023. This sets out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

A healthy heartbeat comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever your role and wherever you are in your career.

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office over the next year. We have now started the process of creating our new Colleague Roadmap for 2024/25 to outline what we will be delivering for our colleagues over the next year. This will be completed by February 2024.

Our employee engagement survey Viewpoint concluded on 20 October. Our survey partner is now working through the results and we will share these with Board Members in January ahead of the meeting of the Board in February 2024.

Creating a culture of inclusion

Launch of Inclusion Matters

Our new long-term diversity and inclusion strategy – Action on Inclusion launched in June; it sets out how we can create a truly inclusive organisation by 2030.

Our first key deliverable of this strategy was the launch of our new internal eLearning training module, Inclusion Matters, which went live in September.

This is designed to give colleagues an understanding of what workplace behaviours are unacceptable and/or discriminatory and, importantly, focuses on the impact that such behaviour can have on colleagues' sense of belonging.

While we recognise that not everyone likes online training, it does have a role to play in helping us embed Action on Inclusion.

It helps us to explain the meaning of inclusion and what we mean when we talk about creating a sense of belonging. It gives colleagues a baseline understanding of what we (TfL) consider to be unacceptable or discriminatory behaviour. It also demonstrates in a very practical way how we can all play a part in making our organisation a more inclusive place for everyone through allyship.

This training is different to previous Diversity & Inclusion eLearning as it features colleagues talking about their



personal experience of diversity and inclusion in the workplace. By listening to our colleagues, we can learn first-hand why it's important to think about inclusion in everything we say and do.

The module is required learning for all colleagues, meaning we all need to complete it, with all people leaders expected to complete the training by the end of March 2024.

Reasonable and Workplace Adjustments

A multidisciplinary working group has been set up and tasked with reimagining TfL's current reasonable adjustment process. This process is whereby TfL can make either soft or physical interventions to how our colleagues work to help accommodate and make work easier for colleagues with a disability.

Our disabled colleagues have told us they have lower engagement via our Viewpoint survey and this is one of the key interventions we can make to help make their experience of working at TfL better.

An options paper was recently presented to Colleague Executive Committee which made a recommendation for centralised accountability to provide improved oversight, tracking and monitoring.

Following endorsement, the working group are now tasked with developing our new approach in more detail and we will return with further updates to the Panel as this progresses.

Disability Awareness

In October, we launched our new eLearning Inclusion Matters – Disability. This is required learning for all colleagues at TfL.

This course is the result of a collaboration with Inclusion London, a unique organisation run by and for deaf and disabled people across the city. We also used the valuable resources from Business Disability Forum and listened to the voices of the Greater London Authority's and TfL's colleague network groups for disability.

The aim of the course is to help colleagues learn more about disability and create a workplace where everyone can thrive at work.

In October and November, we are holding four pilot sessions of our Disability Awareness workshop. This workshop will be launched to the business in January 2024 and the pilots will help further shape and develop the course.

The course is required learning for all 4,678 People Leaders and will enable them to lead our people more effectively, by giving them the knowledge, skills and confidence to improve our disabled colleagues' experience in the workplace by providing every People Leader with access to continual development that broadens their understanding of their people.



Supporting everyone to achieve their work ambitions

Building Skills for the Future

Our Strategic Workforce Planning Dashboard and Retirement modelling is aiding in decision-making and understanding areas of risk.

We have completed the first review of our critical and hard to fill roles with approximately 250 unique roles identified across the business as critical or hard to fill. These include roles with special and generic skills, and within job family areas such as Project Management, Engineering, Technology and Data, and Sustainability. As part of these discussions several business areas have also identified single points of failure and have committed to addressing these through succession plans.

An initial succession planning exercise for these critical or hard to fill roles recently concluded on 31 October, helping ensure we have a development pipeline for these roles. These will now be refined further and development plans for individuals on these succession plans put in place.

The outcomes of our critical and hard to fill roles will help inform our Strategic Workforce Plan alongside other initiatives such as our Reward work and Learning and

Development offering. This is set to be delivered in Quarter 3 of 2024/25.

Welcoming our latest Graduates, Apprentices and Interns

On 11 September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date, with more than 1,000 candidates attending sessions at 77 assessment centres.

A summary of the demographic data of this year's intake is:

Graduates and interns

- The percentage of women hired into graduate and intern roles has increased to 42 per cent.
- There has been a significant increase in candidates with a disability, with representation now above London's economically active population of 11 per cent.
- The number of individuals from Black, Asian or ethnic minority backgrounds has increased to 60 per cent, significantly above London's economically active population 36 per cent.

Apprentices

- The number of people from Black, Asian or ethnic minority backgrounds has increased to 58 per cent, which is above London's economically active population.
- The number of candidates with a disability increased to eight per cent, this was previously too low to report.



- There was a reduction in the proportion of women hired, from 29 per cent last year, so this is a significant focus for our next intake.

The trend data for the percentage of women hired, along with Black, Asian and ethnic minority is provided in these tables. Trend data for Disability and other protected characteristics will be provided in future years with this year’s intake as a benchmark.

Graduates	BAME	Women
2018-19	27%	18%
2019-20	53%	22%
2020-21	30%	25%
2021-22	45%	32%
2022-23	53%	29%
2023-24	60%	42%

Apprentices	BAME	Women
2018-19	35%	20%
2019-20	36%	37%
2020-21	34%	40%
2021-22	38%	33%
2022-23	46%	29%
2023-24	58%	24%

We are now starting preparation for the recruitment of our 2024/25 cohorts, collating demand from across the business, with assessment centres planned for early 2024.

Leading the Future – Group Coaching Proposals

At the last Panel meeting we provided an update on the leadership development opportunities for each stage of a people leader’s career.

Work has begun on a development programme based on Our People Leaders aimed at the Pay Band 3 (and 2) leadership population, those just below senior manager level. This group, who have a significant impact on the performance and experience of a large proportion of colleagues, have historically not received the same focus as more senior positions in terms of leadership development. This programme will open in 2024.

The objectives of this programme are to further embed our People Leaders Framework, demonstrating what good looks like. It will help our leaders navigate current people leadership challenges, focusing on resilience, inclusive leadership and adaptability. It will also establish coaching skills for participants so they in turn can develop their teams further.



An attractive and fair employee offer

Our Approach to Reward

We have continued work across the business to develop an appropriate definition and mapping of TfL roles into their component Job Families and disciplines. An overview of this work was provided to the Executive Committee at the Strategy Away Day on 14 September .

Following this meeting a round of individual engagement with each Chief Officer has been undertaken taking a detailed look at the high-level design and potential impact for each business area. Work will be ongoing to review mapping, remuneration benchmarking, and the overall feasibility of implementation options with Chief Officers and their teams. This will take place throughout November in the lead up to the next formal engagement with the Executive Committee to discuss Job Families and the wider Reward Strategy at the 1 December 2023 meeting.

Throughout August and September the Reward Strategy project team progressed work in conjunction with Deloitte as part of the wider Reward Strategy review looking at how we should align individual performance and Reward in future. This included undertaking a detailed review of existing performance award arrangements and looking at how these might be better shaped to support business needs.

Our TfL Programme

Our TfL Programme

The Our TfL Programme (OTP) is one of TfL's key change programmes looking to evolve the way we operate to deliver on our strategic objectives, making us more effective and efficient as an organisation.

The programme has gone through a process of prioritisation to ensure we're putting our effort against the areas of greatest potential reward, and we are now drawing this into a roadmap to tell the story of what OTP will collectively deliver and by when. The programme is largely entering a key phase of delivery.

A number of items are expected to move through design stage gates over the coming months, looking at all layers of our operating model including processes, governance, technology etc. Several initiatives are looking to start implementation in early 2024.

At the same time, work is continuing to understand our aims and ambition on some of our longer-term items, this includes looking at our assets through a whole life perspective to help us with consistency and process on our decision making on investment in the future.

A stand-alone update on our Change Landscape is on the agenda for this Panel meeting.



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Safety, Sustainability and Human Resources Panel

Date: 15 November 2023



Item: Safety, Health and Environment Report – Quarter 2 2023/24

This paper will be considered in public

1 Purpose

- 1.1 This paper summarises key information reported in the second Quarterly Safety, Health and Environment (SHE) report for the 2023/24 financial year.
- 1.2 Quarter 2 (Q2) covers the period 25 June to 16 September 2023. Most data presented falls within this period, except for some road safety and work-related violence data. It is highlighted when data falls outside this period.

2 Recommendation

- 2.1 The Panel is asked to note the report.

3 Key information presented in the Q2 report

Scorecard

Measure	Unit	Q2 Target	Q2 Actual
People killed or seriously injured in road traffic collisions	Killed or seriously injured people	880	969
People killed or seriously injured in road traffic collisions in or by a London Bus	Killed or seriously injured people	59	60
Customers killed or seriously injured	Killed or seriously injured customers	48	51
Workforce all injuries	Killed or seriously injured colleagues	5	4

- 3.1 The report shows that our safety scorecard measures of number of people killed or seriously injured on the roads and number of people killed or seriously injured in or by a London bus have not been met for Q2 2023/24.

4 Safety

Road safety performance

- 4.1 In Q2, there were 969 people killed or seriously injured in road traffic collisions on London's roads. This sadly represents an increase in those killed or seriously

injured compared with Quarter 1 2023/24 (Q1) (942), does not meet our scorecard target of 880 for people killed or seriously injured on London's roads.

- 4.2 More encouragingly, we met our workforce injury target this quarter (five), however, four colleagues were, sadly, seriously injured. We also narrowly missed our target for customers killed or seriously injured, the target was 48 and the actual number was 51.

Safe Speeds

- 4.3 In Q2, we completed works to deliver raised crossing points in the City of Westminster to complement the 20mph speed limit in the borough. There are ongoing works to lower the speed limit to 20mph on sections of our roads in the boroughs of Kensington and Chelsea, Greenwich and Lewisham.

Safe Streets

- 4.4 Construction is underway at the Holloway Road/Drayton Park junction, the 45th junction on the safer junctions programme. This will deliver safety improvements for pedestrians with new and improved crossings. The first phase of these works at the junction of Hornsey Road and Hornsey Street was completed in early September. Works now continue at the Drayton Park/Palmer Place junction, with the scheme due to be completed in spring 2024.

Safe Vehicles

- 4.5 In early September we celebrated the milestone of achieving 1,000 buses meeting our Bus Safety Standard. On 7 September we published our new Bus Safety Strategy that sets out how we will achieve Vision Zero for the bus network. It reviews progress against our Vision Zero targets for the bus network and estimates the gap between the activity that is currently underway and achieving our targets.

Safe Behaviours

New lowering speeds campaign

- 4.6 In September, we launched a local communication Lowering Speeds campaign to inform road users of specific changes to speed limits in their areas, encouraging compliance while also highlighting the positive outcomes the programme has already achieved. This campaign follows our Lowering Speeds education campaign to educate road users, particularly drivers, on the rationale behind the introduction of 20mph speed limits, also highlighting the positive outcomes the programme has already achieved.

Public Transport

- 4.7 During Q2 we tragically had two reportable fatalities on our public transport network which were linked to two separate trespass incidents. Sadly, 53 customers were seriously injured across our network in Q2. Of these, 28 were serious injuries due to slips, trips and falls.

Sandilands

- 4.8 In Q2 we have continued to review the outcome of the sentencing hearing in relation to the Sandilands tram tragedy to identify further opportunities and actions to strengthen our safety management and embed lessons in our existing ways of working.

Platform-Train-Interface (PTI)

- 4.9 We developed a Line Operations PTI plan for London Underground which was completed at the end of October 2023. This plan focusses on ensuring effective action planning and tracking is in place, and on raising station colleague and train operator awareness of the PTI risk and their role in managing it.

Capital

- 4.10 There were 10 injuries reported during Q2, which was one more than reported in Q1. The long-term trend of workforce injuries in Capital continues to decline as we work towards our zero harm ambitions.

Significant incidents

- 4.11 On 16 October a sub-contractor was working for one of our contractors, JCDecaux. As they were carrying out the work at a bus stop, a car collided with the stop in which they were injured then hospitalised. Sadly, they passed away on the morning of 24 October. Our thoughts remain with his family and friends.

5 Security

Work-related Violence and Aggression (WVA)

- 5.1 During Q2, there were 2,437 incidents of WVA reported across all modes. This is a decrease of 36 reported incidents compared to the same period last year, and a decrease of 30 reported incidents from Q1.

Insight into WVA triggers

- 5.2 In Q2, 419 of the reported WVA incidents were classified as physical assaults. This compares to 338 physical assaults reported in the same quarter last year and represents a 24 per cent increase. Fare evasion and ticket disputes continue to be the most common trigger for WVA.

6 Health

Sickness and absence

- 6.1 In Quarter 2 2022/23, the main causes for long term absence are mental health and musculoskeletal conditions, accounting for 32 per cent and 20 per cent of absences respectively. Covid-19 is the main reason for short term absence at 37 per cent.

Reset Health

- 6.2 Reset Health and their Roczen programme has been recommended by National Institute of Care Excellence as one of the four digital programmes in the NHS to

deliver specialist weight management services. The programme will be part of a national pilot to deliver Roczen programme alongside weight management medications to selected health systems in the coming months.

7 Environment

London-wide Ultra Low Emission Zone (ULEZ)

- 7.1 The ULEZ expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air. The Mayor has funded a £160m scrappage scheme to support London residents, low income and disabled Londoners, small businesses and charities

Our journey towards 100 per cent renewable energy by 2030

- 7.2 Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be Net Zero by 2030. The tender encourages the market to increase the volume of renewable energy supplying the national grid. The Invitation to tender stage of the procurement process has now closed. The evaluation and negotiation stages are expected to conclude by the end of November. Contract award remains on track for early 2024.

Our new Environmental Evaluation tool

- 7.3 We have recently completed an extensive upgrade programme to our Environmental Evaluation tool. The tool is used to identify and manage environmental risks and opportunities throughout our project lifecycle. Delivering our transport infrastructure in a sustainable way is key to achieving the ambitions within our Corporate Environment Plan and the Mayor's Transport and Environment Strategies.

List of appendices to this report

Appendix 1: Q2 Safety, Health and Environment Report

List of Background papers

None

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Appendix 1

Safety, Health and Environment Quarterly report

Quarter 2 2023/24

15 November 2023



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Safety, Health and Environment Quarterly Report

Introduction and Executive Summary

This Safety, Health and Environment (SHE) Quarterly Report summarises our performance in Quarter 2 of 2023/24, identifies strategic trends, and describes progress in delivering our strategic SHE programmes. The data referenced covers the period from 25 June to 16 September 2023, unless specified.

In Quarter 2, we did not meet our targets for people killed or seriously injured in road traffic collisions on our roads or by buses. The data behind these scores is explained in the safety section of this report.

On Monday 18 September 2023, we brought together road safety charities, policing partners, the emergency services, London councillors, civil servants and Assembly Members for the third Vision Zero Summit. The event signified five years since the publication of the Vision Zero Action plan, which sets out our commitment to eliminate deaths and serious injuries from London's transport network.

At the summit, we announced a new, much-needed one-year pilot of support for victims of road crashes. It will be delivered through a partnership with the charities Brake and RoadPeace, the Metropolitan Police Service (MPS), the City of London Police, and the Mayor's Office for Policing and Crime (MOPAC) which is co-funding the pilot. Attendees were provided with an insight into the service before it launches in November. The summit also heard personal stories from the sister of a victim to road trauma, Tesse Akpeki and a case worker from Brake, Louise

Beams, which highlighted the value of post-collision support.

In September our new Bus Safety Strategy was published. It evaluates progress against our Vision Zero targets for the bus network and estimates the gap between the activity that is currently underway and achieving our targets.

Also in September, along with other delivery companies we launched a new road safety charter, to help keep motorcycle delivery riders and other Londoners safe on the roads. The charter is aligned with the Mayor's Vision Zero shared goal of eliminating death and serious injury from the transport network by 2041.

In Quarter 2, we tragically had two reportable fatalities on our public transport network. Our thoughts remain with the families and friends of the victims. Sadly, 53 customers were seriously injured across the TfL public transport network in Quarter 2. This is 10 per cent fewer than the 59 customers that were reported in Quarter 1 of 2023/24 (from 1 April to 24 June 2023) (Q1).

The Platform-Train-Interface (PTI) is a key point of risk in passenger journeys. We have developed a Line Operations PTI plan for London Underground. The plan is due to be published in the beginning of November 2023.

There was a total of 11 injuries reported during Quarter 2 for Capital. The most common cause of these was manual handling incidents. Injuries to colleagues working in Capital continue to decline as we work towards our zero harm ambitions.

Sadly, this quarter there were a significant number of incidents involving violence and aggressive behaviour towards our staff including contractors working at Ultra Low Emission Zone (ULEZ) sites. During Quarter

2, there were 2,437 incidents of work-related violence and aggression (WVA) reported across all modes. This is a decrease of 36 reported incidents compared to the same period last year and a decrease of 30 reported incidents from Q1. We continue to encourage our teams to report such incidents, so that appropriate action can be taken by management or the police.

Our Occupational Health team continues to run events aimed at giving our colleagues the tools to better look after their overall health. Reset Health and their Roczen programme has been recommended by National Institute of Care Excellence (NICE) as one of the four digital programmes in the NHS to deliver specialist weight management services alongside medications (GLP-1 RAs). This is positive news as it highlights the efficiency of the programme and our team's delivery of the initiative.

ULEZ expanded London-wide on 29 August, bringing cleaner air to the five million people who live in outer London. In August 2023, the Mayor added an extra £50m to the £110m scrappage scheme to take this to £160m. The scheme was first open to support low income and disabled Londoners, small businesses and charities in the run up to ULEZ expansion and from 21 August the scheme was opened to all Londoners with non-compliant cars or motorcycles.

In addition, the Mayor announced a short-term grace period for London-based sole traders, micro and small businesses and charities to give them time to comply with ULEZ requirements. The deadline for applications is 29 May 2024, but the new vehicle order or retrofit booking needs to have been made before 29 November 2023 to be eligible.

Mayor's Transport Strategy and Scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient.

One of the central policies of the MTS is Vision Zero, aiming to eradicate all loss of life and serious injuries from London's transport networks by 2041.

Figure 1: Quarter 2 2023/24 Scorecard

Measure	Unit	Q2 Target	Q2 Actual
People killed or seriously injured in road traffic collisions	Killed or seriously injured people	880	969
People killed or seriously injured in road traffic collisions in or by a London Bus	Killed or seriously injured people	59	60
Customers killed or seriously injured	Killed or seriously injured customers	48	51
Workforce all injuries	Killed or seriously injured colleagues	5	4

The table above sets out the relevant annual scorecard metrics, accompanying targets and actual performance.

Safety



Road safety performance

In Quarter 2, there were a total of 969 people killed or seriously injured on London's roads. Among the 27 people killed were 15 people walking, five people riding a motorcycle, four people cycling and three car occupants. Quarter 2 casualty figures are an increase compared to Q1 (942). There was an increase in those killed or seriously injured while walking (302 in Q2, 256 in Q1). There was a

decrease in those cycling (242 in Q2, 314 in Q1) and riding a motorcycle (187 in Q2, 229 in Q1). This pattern is similar to what was observed in Q2 of 2022/23 compared to Q1: an increase in killed or seriously injured casualties for those walking but decreases in those cycling and riding a motorcycle. This period those walking, cycling and riding a motorcycle accounted for 79 per cent of the total killed or seriously injured casualties.

During Quarter 2 we did not meet our scorecard target for people killed or seriously injured in road traffic collisions on London's roads. The target for Quarter 2 is 880 and there were 969 people killed or seriously injured.

In line with our Vision Zero Action Plan, we have continued to implement interventions to reduce road danger under the Safe System pillars of speeds, streets, vehicles, behaviour and post-collision response.

Safe Speeds

In Quarter 2, we completed works to deliver raised crossing points in the City of Westminster to complement the 20mph speed limit in the borough. A new 40mph speed limit came into force on 1.8km of A4 Bath Road in Hillingdon, alongside pedestrian safety measures and a new 20mph speed limit was introduced in West Wickham town centre in Bromley.

Works are now underway to lower the speed limit to 20mph on sections of our roads in the boroughs of Kensington and Chelsea, Greenwich and Lewisham.

Lamp column mounted banners have now been installed across these corridors to help raise driver awareness of the new 20mph speed limit and to complement the newly launched radio and digital advertising campaign.

Outcome definition work is taking place on identifying where complementary speed reducing features such as green infrastructure, lane reallocation and raised crossing points can be installed to provide a self-enforcing speed limit where it has recently been introduced, in line with Department for Transport guidance on setting speed limits.

Safe Streets

Construction is underway at the Holloway Road/Drayton Park junction, the 45th junction on the Safer Junctions programme. This will deliver safety improvements for pedestrians with new and improved crossings. The first phase of these works at the junction of Hornsey Road/Hornsey Street was completed in early September. Works now continue at the Drayton Park/Palmer Place junction, with the scheme due to be completed in spring 2024.

In June we published the consultation report on the proposed safety improvements in the area around Battersea Bridge. We received 983 responses to the consultation in total and we intend to proceed with the scheme as proposed with some changes to bus lane hours following feedback received during the consultation. Further design and survey work is continuing at pace on this scheme following the tragic cyclist fatality on Battersea Bridge in August 2023.

We are also continuing with design and outcome planning work on the remaining Safer Junctions and we are committed to public engagement on potential changes to 10 further Safer Junctions by the end of 2024.

Safe Vehicles

[Bus safety strategy](#)

In early September we celebrated the milestone of achieving 1,000 buses meeting our Bus Safety Standard.

On 7 September we published our new Bus Safety Strategy that sets out how we will achieve Vision Zero for the bus network. It reviews progress against our Vision Zero targets for the bus network and estimates the gap between the activity that is currently underway and achieving our targets. The strategy sets out what our focus should be for the next few years to close this gap, address risk and improve the safety of our buses for all road users and bus customers.

The strategy sets out key activities such as retrofitting technology onto the existing fleet, including: Intelligent Speed Assistance technology to limit the bus to the posted speed limit, Responsive Acoustic Vehicles Alerting System to alert pedestrians to the presence of quiet running buses, and camera monitoring systems which replace wing-mirrors with superior quality vision (eliminating blind spots and removing a hazard projecting from the bus) in all weather and lighting conditions. It also includes fitting 500 buses with fatigue detection technology and sets out plans for research and action on industry wide issues such as pedal application error and fatigue.

We will also actively seek out new products and solutions to resolve challenges and emerging risks through the launch of the fourth Bus Safety Innovation Challenge focusing on customer injuries.

You can find the Strategy on our website here: <https://content.tfl.gov.uk/bus-safety-strategy.pdf>

You can see the press release here: [https://tfl-newsroom.prgloo.com/news/tfl-sets-out-bold-new-strategy-for-making-buses-safer-Direct-Vison-Standard-\(DVS\)](https://tfl-newsroom.prgloo.com/news/tfl-sets-out-bold-new-strategy-for-making-buses-safer-Direct-Vison-Standard-(DVS))

Since the introduction of the DVS scheme, we have issued more than 259,683 permits. At least 160,028 of these were issued for

zero-star rated heavy goods vehicles (HGVs) that will have now fitted the Safe System, addressing blind spots and improving the driver's direct and indirect vision from their cab. Over 138,693 penalty charge notices were issued where HGVs entered London without a permit or were not compliant with the Safe System requirements as of summer 2023.

Earlier in 2023 we consulted on the next phase of the DVS scheme, the new Progressive Safe System (PSS) and enhanced threshold for HGVs to operate in London. In June, TfL and London Councils' Transport and Environment Committee confirmed their decision to adopt the enhanced requirements, meaning that vehicles with a DVS rating of less than three stars will now need to be fitted with the PSS from October 2024. The new PSS takes advantage of technological and regulatory developments over recent years such as improved blind spot sensor technology becoming more widely available.

We also recently published our updated DVS operator's guidance and technical standards for HGV drivers to support them in procuring, fitting and operating the PSS in practice. Our focus now is on supporting the road freight sector to update their vehicle safety systems where necessary ahead of the new requirements becoming mandatory in October 2024.

E-scooter rental trial in London

TfL, London Councils, participating London boroughs and e-scooter operators Dott, Lime and Voi launched the second phase of the rental e-scooters trial in the capital on 25 September 2023.

The operators were selected earlier this summer following a competitive procurement process, where their ability to meet strict safety requirements and high operating standards was carefully assessed.

The trial's next phase will look to build on its existing success by gathering more data to inform policy on rental e-scooters and trialling further innovations. This includes trialling new technology such as Artificial Intelligence to improve parking compliance and exploring the use of pavement riding detection technology and audible vehicle alerts.

Over the past two years, TfL and London Councils have worked with participating London boroughs and operators to improve the use of geofencing technology and increase the number of parking bays, with more than 600 parking bays now available across the trial area. This effort to improve the customer experience for rental e-scooter users will continue throughout this next phase. The trial currently runs in 10 London boroughs who have chosen to take part. The next phase will see an expansion in coverage, including to the south of Lambeth with around 190 new parking bays later this year.

Safety will continue to be at the heart of the London trial, with rental e-scooters offering a number of safety benefits over private e-scooters (which remain unlawful on public roads). These include:

- A lower maximum speed of 12.5mph
- Lights at the front and the rear of the vehicles that are always on throughout any rental
- GPS controlled parking and no-go zones
- A unique identification number plate on every vehicle
- A higher standard for fire and battery safety management

With fewer than 0.001 per cent of trips so far resulting in a serious injury, the London trial's strong safety record to date demonstrates the benefits of clear standards and elevated safety requirements for e-scooters.

Safe Behaviours

New lowering speeds campaign

Since March 2020, when 20mph speed limits were introduced on the TfL Road Network within the central London Congestion Charging Zone, collisions resulting in death or serious injury have decreased by 24.9 per cent. This reduction should be seen in the context of a Greater London Authority-wide reduction in killed or seriously injured of around 16.5 per cent over the same period. The figure demonstrates that reducing speeds potentially leads to greater benefits than on roads where speeds have not been reduced. Post-implementation speeds in scheme areas have also exceeded expectations, showing reductions of between 1.7 and 5 mph (between 15 and 20 per cent reduction), in spite of reduced traffic levels as a result of the coronavirus pandemic.

In September, we launched a local communication Lowering Speeds campaign to inform road users of specific changes to speed limits in their areas, encouraging compliance while also highlighting the positive outcomes the programme has already achieved. This campaign follows our Lowering Speeds education campaign to educate road users, particularly drivers, on the rationale behind the introduction of 20mph speed limits, also highlighting the positive outcomes the programme has already achieved.

New Motorcycle road safety charter

On 12 September, we, along with delivery companies launched a new road safety

charter, to help keep motorcycle couriers and other Londoners safe on the roads.

TfL and meal and grocery delivery companies have committed to improving road safety in London with the launch of a new voluntary Meal and Grocery Delivery Company Motorcycle Road Safety Charter. This Charter, signed by Deliveroo, Getir, Just Eat, Stuart and Uber Eats, consists of 10 road safety principles that aim to keep motorcycle couriers and other Londoners safe on the road.

You can view the press release here:

<https://tfl.gov.uk/info-for/media/press-releases/2023/september/tfl-and-delivery-companies-launch-new-road-safety-charter-to-keep-motorcycle-couriers-and-other-londoners-safe-on-the-roads>

Marketing and Education

Attendance on both our motorcycle safety training courses remains strong. Since April 2023, over 609 riders have completed 1-2-1 Motorcycle Skills and 259 riders have completed the 'Beyond CBT' training course throughout 2022. Since the inception of both courses, we have trained over 6,000 riders.

Enforcement

The MPS undertakes significant and wide-ranging activity to reduce road danger and prevent harm to all road users.

In April – August 2023, the MPS dealt with:

- 377,148 road traffic offences through enforcement action¹ (94 per cent of all road traffic enforcement action taken by the MPS was for priority offences)².

¹ Enforcement action includes Traffic Offence Reports which are issued by police at the roadside, arrests or Notices of Intended Prosecution for offences enforced through safety cameras or evidence provided members of the public (e.g., headcam or dashcam footage).

² The MPS prioritises its enforcement on the offences that cause the greatest risk and harm on London's roads. This includes speeding, mobile phone offences, driving under the influence of drugs and alcohol, red light offences, careless or dangerous driving, driving without a licence or in an uninsured vehicle or driving while disqualified

- 326,512 speeding offences (including 95 per cent through safety cameras, four per cent through mobile safety cameras, one per cent through roadside enforcement). We are working towards having the capacity to enforce up to one million speeding offences by 2024/25.

These traffic enforcement results are provisional and subject to change as more offences are processed.

Post Collision Learning

In September, in collaboration with charities Brake and Roadpeace, as well as the Metropolitan Police Service (MPS), City of London Police (COLP) and the Mayor's Office for Policing and Crime, (MOPAC), we announced a new one-year pilot to improve support for victims of the most serious road collisions in London.

The service, launching on 13 November, will be delivered by Brake and RoadPeace. It aims to enhance the ease of access and quality of support available through the provision of in-person support for those who need it.

Brake are recruiting dedicated London face-to-face caseworkers who can provide trauma-informed emotional and practical support for each victim and their family, including help navigating the justice system, advocacy and help accessing specialist services if needed. RoadPeace will connect victims with others who have been through a similar experience for peer support, via dedicated London support groups, their telephone befriending service and an eight-week trauma support programme for families bereaved by road deaths.

The pilot is being delivered in partnership with the MPS and City of London Police. Those who are eligible for the service are

victims who have experienced a bereavement or catastrophic injury, and their loved ones and they will be offered direct referral to the service by the police. This removes the onus on victims of making contact, with the aim of ensuring more victims are connected with support.

Over the one-year pilot period, we will evaluate how the service is working. This will inform the future approach beyond the trial.

<https://tfl.gov.uk/info-for/media/press-releases/2023/september/tfl-mopac-announce-victim-support-service-to-improve-support-for-those-affected-by-road-traffic-collisions-in-london>

Public transport performance

Tragically, there were two reportable fatalities on our public transport network in Quarter 2. We are also saddened to report that 53 customers were seriously injured across the TfL public transport network in Quarter 2. Twenty-eight of these serious injuries were due to slips, trips and falls – of these, 11 occurred on London Underground and 13 happened on buses when passengers lost balance as the buses were in motion, brakes were applied or tripping over when alighting.

Six customers sustained a serious injury while travelling on escalators and a further two customers sustained serious injuries when using the stairs. Overall incidents are slightly higher this quarter than in Q1. This may be due to corresponding increase in passenger journeys between Q1 and Quarter 2.

Major incident details as below:

We take every incident on our network very seriously. We would like to highlight the serious incidents occurring in Quarter 2:

Tragically, two fatalities occurred on our London Underground network in August, linked to two separate trespass incidents. We take unauthorised access to TfL's network seriously and continue to focus on controls to reduce the likelihood of such access occurring. Unfortunately, we do experience incidents of trespass and where this happens, we investigate the circumstances and lead up to the event to prevent reoccurrence.

The first incident occurred on 19 August where a member of the public was discovered at Elephant & Castle sidings having sustained fatal injuries. An investigation is underway into this incident to review its root causes and the operational response, and we will develop recommendations to reduce the potential for similar incidents to occur in the future.

On 21 August, a member of the public who was running away from the police following a road traffic incident accessed the London Underground track near East Acton station, tripped while running and was struck by a train, sustaining fatal injuries. We are in the process of conducting an investigation into the incident is underway to establish the facts and the appropriate next steps. Both these deaths will be subject of a coroner's inquest, and we will provide any assistance that may be required.

Sandilands

In Q1, we reported the outcome of the sentencing hearing in relation to the Sandilands tram tragedy in 2016. Significant changes and progress have been made in safety management since 2016 in tram operations and systemically in TfL. In Quarter 2 we have continued to review the sentencing remarks to identify further opportunities and actions to strengthen our safety management and embed lessons in our existing ways of working. A separate paper on actions and learnings following the

sentencing outcome will be considered by the Panel at its meeting on 15 November.

Platform-Train-Interface

The PTI is a key point of risk in passenger journeys. We have begun a collaboration with the Rail Standards Safety Board (RSSB) and the wider rail network to tackle this issue. In addition, we have developed a Line Operations PTI plan for London Underground, completed end of October 2023. The plan focusses on ensuring effective action planning and tracking is in place, and on raising station colleague and train operator awareness of the PTI risk and their role in managing it.

Fatigue Management Programme

We continue to support our colleagues' health and wellbeing as well as managing the risks from fatigue. We have now completed the procurement of a supplier to provide a programme of in-person interactive workshops to help support our night workers during the course of their night shifts. This piece of work is now moving into the delivery phase. We are aiming to deliver the first of the tailored support sessions to our office control centre colleagues by the end of December 2023. Subject to evaluation of this iteration we will then, if necessary, adapt based on lessons learnt and then deliver to two different operational locations next year.

We have also published our fatigue and shift work awareness guide specifically for the family and friends of TfL colleagues, to help them support their loved ones. This was published on our website from 25 October and made available to all of our colleagues internally.

Capital safety performance

Capital includes activity under the Chief Capital Officer as well as maintenance activity for which the Chief Operating Officer is responsible. In Quarter 2, our Capital

teams worked a combined total of 1.8 million hours; a decrease of 0.1 million hours from the previous quarter.

Quarterly performance

In Quarter 2, there were three incidents which reached the over seven days absence threshold and as such were reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). As a result, the RIDDOR accident frequency rate for the Capital area has risen from 0.10 to 0.13 at the end of Quarter 2 following a sustained fall in the number of hours worked.

There were three lost time injuries reported, which are injuries which cause an employee to be absent for one or more shift. This is the same number reported during the previous quarter, resulting in the Lost Time frequency rate remaining relatively stable at 0.22.

In total, there were 10 injuries reported during Quarter 2, with manual handling incidents the most prevalent. Common root causes included lack of communication, poor task design and incorrect use of equipment. Although one more injury was reported compared with the previous quarter, the long-term trend of workforce injuries in Capital continues to decline as we work towards our zero harm ambitions.

In addition to identifying specific actions in response to each incident, common learnings and key themes from the quarter have been shared across our Capital teams to ensure the systemic route causes are fully addressed.

Significant incidents, updates and initiatives

The following section summarises significant incidents that have occurred during the

quarter, along with updates and safety initiatives from our Capital teams.

We are very sorry to report that a colleague working for one of our contractors was seriously injured in a collision on 16 October. The colleague was carrying out work at a bus stop when a car collided with the stop. We regret to report that they sadly passed away on the morning of 24 October after having spent some time on life support. Our thoughts remain with his family and friends.

Violence, aggression and antisocial behaviour:

Unfortunately, this quarter, we have seen a significant number of incidents involving violence, aggression against our staff, or antisocial behaviour, including at our ULEZ sites. Our teams are encouraged to report all such incidents so they can be followed up appropriately by our teams and the police. We are working with our suppliers to facilitate the sharing of good practice, and we have also made our Urban Safety training available to our suppliers to ensure all colleagues know how to deal with such incidents.

Safety, Health and Environment Culture Assessment:

This quarter, the Capital Delivery, Construction and Programme Management teams completed the SHE Culture assessment, which provided colleagues with an opportunity to have their say on our safety, health and environment culture. Over 500 colleagues completed the assessment as part of the improvement plan initiative, with the results indicating that the high level of responsibility they feel for managing SHE.

During the next quarter, workshops will be run within each department with the aim of building targeted improvement plans to improve SHE cultural maturity. The

Engineering & Asset Strategy team will also be completing the assessment in the coming months.

Four Lines Modernisation Programme:

The Programme has now worked over two million hours since its last reportable RIDDOR incident. With such a range of activities over a variety of locations, this is a notable achievement.

Renewing track and protecting our assets

Following track renewal and bridge component replacement at a bridge over Regents Canal on the Metropolitan line, inspection of the underside of the bridge was required. Eliminating risks from work on water in a staffed boat, our Engineering team took an innovative approach and engaged a contractor with a remote-controlled boat fitted with high resolution cameras to take videos and images, all operated from the towpath. The operation was completed in under an hour, minimising disruption to canal traffic and risk to colleagues.

Security



Work-related Violence and Aggression (WVA)

WVA towards our people and those of our operators and contractors is unacceptable. Concerted action is underway to tackle it. Since September, we have mandated body worn cameras for frontline colleagues.

Volume of WVA incidents in Quarter 2

During Quarter 2, there were 2,437 incidents of WVA reported across all modes. This is a decrease of 36 reported incidents compared to the same period last year, and a decrease of 30 reported incidents from Q1.

These figures are likely to rise, as we have been unable to source MPS recorded WVA data since May 2023. This data includes incidents reported directly to the Met, mainly by bus drivers that have not been reported to TfL.

In Quarter 2, there were 1,135 incidents of WVA reported by staff working on London Underground (44.5 per cent of all reported incidents), 1,048 incidents of WVA reported on the bus network (43 per cent of all reported incidents) and 254 incidents reported by staff from all other modes (on-street, Elizabeth line, London Overground (LO), DLR and London Trams).

Police recorded work-related violence with injury (VWI) offences

Between September 2022 to August 2023, there were 110 VWI offences reported to the police on the bus network; slightly lower than the previous 12 months (137 offences); however, this figure is likely to rise as we have been unable to source MPS recorded WVA data since May 2023. On rail modes (London Underground, LO, DLR, Elizabeth line and London Trams), there were 88 VWI offences reported to the police; slightly

higher than the previous 12 months (76 offences).

Solved rate for WVA offences investigated by the police

Between December 2021 to November 2022 (figures are reported six months in arrears to allow time for progression through the criminal justice process), the solved rate for violence and public order recorded offences was 13 per cent – four percentage points lower than the previous 12-month period. The lower solved rate is a result of a combination of factors: an increase in reported WVA offences increasing demand on investigative resources; an increase in public order offences where fewer evidential opportunities exist; and a decline in victims wanting to participate in the criminal justice process, particularly bus drivers. A programme of engagement with bus operators is underway to improve bus drivers confidence to report and support police investigations. We are doing more to increase the uptake of body worn video (BWV) which is particularly important for verbal assaults due to the audio recording. Increasing the solved rate continues to be an area of focus.

Solved rates were higher for violence offences (16 per cent) compared with public order offences (nine per cent). The solved rate varies by mode with a solved rate of 16 per cent for London Underground, nine per cent for bus-related offences and 16 per cent all other rail modes.

Staff willing to support police investigations

The percentage of staff willing to support a police investigation was 66 per cent for violence and public order recorded offences, down from 70 per cent compared to the previous 12-month period. There are many reasons that victims choose not to support an investigation including their confidence in the judicial system and the likelihood of a

successful outcome. We are working with our police partners to better understand the reasons so we can address them and support our colleagues through the judicial process.

Insight into WVA triggers

In Quarter 2, 419 of the reported WVA incidents were classified as physical assaults. This compares to 338 physical assaults reported in the same quarter last year and represents a 24 per cent increase.

Fare evasion and ticket disputes continue to be the most common trigger for WVA accounting for 43 per cent of all incidents. However, this is a slight reduction of four per cent from Q1.

The proportion of incidents triggered by aggressive or anti-social behaviour from a customer or from a negative reaction to customer engagement have increased slightly from Q1 to 41 per cent of all reported incidents. However, the proportion of reported incidents that involved a customer believed to have been intoxicated decreased from 11 per cent in Q1 to nine per cent in Quarter 2.

Progress against the WVA action plan

Our WVA Strategy set out our commitments to our people and key activity we will undertake to eliminate WVA and support those who experience it.

BWV cameras are a proven deterrent against WVA. They reduce the risk of an incident occurring, and, if one does, the evidence they provide is more likely to lead to positive judicial outcomes. Since 2019, we have rolled out BWV to our customer facing, frontline staff to use on an optional basis.

With an increasing number of WVA incidents taking place on our network, including a rise of the proportion of physical assaults, reflecting the rise in violent crime nationally, in August we announced to our people and

our Trade Unions our intention to make BWV part of our Essential Kit. Since September, all frontline operational colleagues are completing relevant training and gaining access to the BWV system. From January 2024 all staff will be expected to wear a BWV when on duty in a customer facing staff.

We believe this will help protect our people and make our network a safer place for all our customers.

Significant Prosecutions in Quarter 2

Brixton bus garage:

In January 2023, a male had been asleep on a bus in Brixton bus garage, he walked into the canteen area and violently assaulted a bus engineer. The victim attended hospital and had a total of 10 stitches and has permanent scarring to his head.

The male was sentenced on 27 September 2023 at Inner London Crown Court to 21 months' imprisonment and will serve 10 and a half months. The rest to be served on licence. The male also received a Criminal Behaviour Order banning him from any private areas of bus and train stations owned or operated by us.

Green Park London Underground station:

On 7 December 2022, a colleague was assaulted by a male at Green Park station who spat at them after passing through the barrier without a ticket. The colleague activated their BWV camera and captured the assault. A spit kit was also used, which assisted in identifying the offender.

The offender was found guilty of assault on 6 July 2023 and was sentenced to a Community Order - ordered to comply with a curfew between 7pm and 6am and monitored with electronic tagging.

Seven Sisters London Underground station:

During January and February 2023 on three separate occasions, a male assaulted and threatened two colleagues at Seven Sisters station after being woken up when found sleeping on the platform. The first two offences were captured on BWV.

The male was found guilty on 8 August 2023 and was sentenced to eight weeks in prison.

Health



Sickness absence

Mental health and musculoskeletal absence remain the main reason for long term absence. Covid-19 is the main reason for short term absence. This is the case in general across the UK.

Figure 11 of the annex to this document provides an in-depth view of the related data.

Data from the RSSB Health and Wellbeing dashboard shows that in Q2, compared to Q1 there was an increase in sickness absence attributed to infectious diseases and “other” causes but a decrease in absence for all other reasons including mental health and musculoskeletal disorders (MSD).

RSSB have also devised a health and wellbeing index (HWI). The HWI gives a set of prominent health concerns a fatality weighting, similarly to the Fatalities Weighted Injuries. For example, one MSD case is equivalent to 0.004 of a fatality in terms of cost to the company, the individual and wider society both financially and in quality of life. HWI can be used to determine where to focus and invest in health and wellbeing intervention.

For this calendar year between January to May 2023, mental health and cardiovascular conditions made the largest contribution to total HWI for the company. This could indicate a need to focus on these two areas of health, or a positive reporting culture around these areas. A high HWI for mental health is in line with other participating companies.

TfL already have a number of measures in place to support colleagues experiencing mental health symptoms. Prevention of absence as a result of mental health

symptoms is harder to achieve as causes are often not related to work but the wellbeing strategy (due to be published in March 2024) will consider further measures to reduce absence as a result of mental health.

Cardiovascular disorders may arise as a result of a number of lifestyle issues and our work with Reset Health and the well@tfl wellbeing checks is aimed at reducing cardiovascular risk.

Additionally, opportunities to advise and signpost individuals in relation to their lifestyle and taking a preventative approach is also taken during attendance for periodic medicals or a management referral.

Reset Health

Reset Health and their Roczen programme has been recommended by NICE as one of the four digital programmes in the NHS to deliver specialist weight management services (alongside medications). This means the programme will be part of a national pilot to deliver Roczen programme alongside weight management medications to selected health systems in the coming months. These health systems are a combination of institutions, people, resources delivering health to groups in population. The news is testament to the efficacy of the programme and TfL, with a group of 200 participating employees, is certainly a part of this trend setting successful journey. This is the third TfL cohort of employees who have been onboarded and are taking advantage of the programme.

Well@TfL

Close to 500 Health and Wellbeing checks (well@tfl checks) across eight locations took place in the last six months. The well@tfl checks are highly commended and very popular, with the service being booked for more than a year ahead. Wellbeing Technicians are scheduled to visit 15 more

locations this and next year, offering an opportunity for Health and Wellbeing checks to colleagues across stations, depots and offices on the network. The utilisation of the service is close to 95 per cent, with nearly 100 per cent of available slots booked and very few missed appointments. The referral rate is close to 50 per cent suggesting that the service can 'catch' people early, before they develop a more serious condition.

As the data from checks is being analysed, the Wellbeing team start to see trends, identify key risks in individual locations and therefore, design and implement targeted interventions to address those risks. For example, the Acton site noted higher than national average smoking rates (20 per cent vs. 14 per cent national average (ONS, 2022)), which triggered a smoking awareness campaign; scheduled for early next year.

Health Surveillance

We continue to focus on taking care of our colleagues, with health being a particular priority area for us. In particular we are committed to protecting colleagues from potential health risks and ensuring we have controls in place to prevent harm when at work. One way of checking the controls is via our Health Surveillance programmes. During Quarter 2 we have been ensuring those who are exposed to dermal and respiratory risks through their work undergo the relevant Health Surveillance regime. We have identified single points of contact within teams to upskill them on the legal requirements to Health Surveillance and empowered them to raise the profile and ensuring all those in scope are included.

To complement this work, in Quarter 3 we will be focusing on those who are exposed to noise levels which require Health Surveillance. The work will consist of a communication campaign targeted to specific teams and tracking of the numbers of Health Surveillance undertaken by

colleagues. This focus will continue for the rest of the work year.

Environment



London-wide Ultra Low Emission Zone

The ULEZ successfully expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe cleaner air.

The Mayor has funded a £160m scrappage scheme which was launched on 30 January 2023 to support low income and disabled Londoners, small businesses and charities.

At the end of July, the scrappage scheme opened up to London families receiving child benefit and in response to points raised by London's businesses, eligibility was expanded so that all small businesses with fewer than 50 employees and charities operating in London were allowed to scrap or retrofit up to three vans or minibuses instead of one.

On 4 August, scrappage grant payments increased for vans, minibuses, wheelchair accessible vehicles and retrofits as well as grants to replace non-compliant vans and minibuses with electric vehicles. At the same time the Mayor announced that, with over £60m left in the fund and having ensured that those that needed it most had early access to support, from 21 August the scrappage scheme would be expanded so that any London resident with a non-compliant car or motorcycle could access the scrappage scheme plus all small businesses and sole traders could scrap or retrofit up to three vans and charities up to three minibuses. To support this, the Mayor has funded an additional £50m for the scheme to take this to a £160m scrappage scheme.

A new short-term grace period was also launched so that London-based sole traders, micro and small businesses and charities could also apply if they have a new van or minibus on order, or a non-compliant van or minibus being retrofitted. Applications for this grace period can be submitted at any

time before 29 May 2024, but the new vehicle order or retrofit booking needs to have been made before 29 November 2023 to be eligible. The grace period will apply from the date the application is accepted for a maximum of six months (up to 29 May 2024 - whichever is earliest).

Our journey towards 100% renewable energy by 2030

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net zero by 2030. The tender encourages the market to increase the volume of renewable energy supplying the national grid. The Invitation to Tender stage of the procurement process has now closed. The evaluation and negotiation stages are expected to conclude by the end of November. Contract award remains on track for early 2024.

LED upgrades across the TfL network

Work is ongoing to replace traditional lighting with LED lighting across our operations. Latest figures show that LED lighting has demonstrated an energy saving of approximately 71 per cent across converted sites, while also providing 10 per cent brighter light. LEDs also need replacing less frequently than traditional lighting, lasting on average 100,000 hours, compared to the 15,000 hours of their fluorescent predecessors. There are significant cost savings in their maintenance, as well as significant carbon savings through using less energy and materials.

We replaced traditional lights with LEDs at 116 Tube stations, equating to approximately 37 per cent of lighting across the Tube network, as well as converting all platforms and approach slopes on the Waterloo & City line. 91 per cent of lights in bus shelters have now been converted to LED, making the shelters less expensive to operate while making them more welcoming and safer for everyone. We also increased

the number of LED lit lamp columns on our roads to 65 per cent.

Meeting our Carbon Literacy targets

With 512 employees attending Carbon Literacy training in Quarter 2, there are now over 800 colleagues trained since April 2023, and we are on track for the target of 3,000 colleagues trained this financial year.

Significant steps to ramp up delivery of Carbon Literacy have been made in Quarter 2 to meet our targets. Increasing our network of volunteer in-house trainers to 77 has enabled us to increase the number of courses available to 10 per week (up from four per week), which will enable around 400 colleagues to be trained per period from October.

Feedback from attendees showed that, when asked about their confidence on the subject, 16 per cent of delegates rated themselves “good” or “excellent” before the session, increasing to 88 per cent after the session.

The TfL Youth Panel Sustainability Exploration recommendations

The TfL Youth Panel was established in 2009 and consists of around 25 volunteers, aged 16 to 25, who regularly travel in London. The Youth Panel plays an important role in helping create a transport network that works for them and other young people across our city.

For the past year, the Youth Panel has been exploring the connections between environmental sustainability and equity, diversity and inclusion with interviews, workshops, desktop research and public hearings. To conclude this work, the Youth Panel has developed a set of policy recommendations for how we could improve the environmental sustainability of our network and operations. These were

published as part of a report launched at the London Transport Museum in October 2023.

Increasing Green Infrastructure and Biodiversity in London

We are in the process of developing our first pan-TfL Green Infrastructure and Biodiversity Plan. This sets out our vision to protect, connect and enhance our green infrastructure including biodiversity, habitats and ecosystem services across our entire estate. It also sets out the actions needed to achieve this vision. We anticipate that this Plan will be published in the New Year.

We have met our commitment this year to deliver 5,000 square metres of catchment draining into Sustainable Drainage Systems (SuDS), through the work delivered at Tolworth roundabout and Old Street.

We commissioned an ecological assessment of 10 trackside Sites of Importance for Nature Conservation (SINCs) and nine roadside verges to determine their potential to support biodiversity offsetting. The study found that both our SINCs and verges have potential to deliver biodiversity enhancements that could be used for offsetting. The results of this study are being used to inform our approach to meeting the Environment Act 2021 biodiversity net gain requirements.

Delivering our Climate Change Adaptation Plan

In line with our Climate Change Adaptation Plan, we recently completed an assessment of the physical climate risks for three case study sites – King’s Cross, Stratford and South Harrow. This found that surface water flooding and extreme heat were the greatest risks to the three sites, and the report set out a series of recommendations to help us bridge the gap between our emergency response and preparedness and our long-term climate change adaptation ambition.

We have also appointed consultants to develop London's first surface water flooding strategy. The first milestone was a brief report to inform business planning in September, and we expect it will take up to a year to develop the strategy and associated implementation plan. The initiative now also has a full-time project officer and secretariat to support this important work. As part of this initiative, we are supporting a multi-party funded project to develop SuDS opportunity modelling across the whole of London. This will allow us to prioritise those locations where SuDS will be most effective.

Our new Environmental Evaluation tool

We have recently completed an extensive upgrade programme to our Environmental Evaluation tool. The tool is used to identify and manage environmental risks and opportunities throughout our project lifecycle. Delivering our transport infrastructure in a sustainable way is key to achieving the ambitions within our Corporate Environment Plan and the Mayor's Transport and Environment Strategies.

The new tool delivers upgraded environmental assessment question sets, incorporating recent legislative changes, such as biodiversity net gain, as well as changes needed because of our enhanced understanding of specific risk areas, such as climate change adaptation. The user-friendly, digital tool takes advantage of workflows to guide our colleagues through the process step by step.

Managing air quality on the London Underground

We continue to assess and grade our Tube network and prioritise locations for cleaning. In addition to our cleaning regime, we are also enhancing our collection of data to further inform our work

We continue to work on setting up our air filtration trial at Baker Street station.

We have continued to work with Imperial College on their research into potential health impacts of Tube dust on London Underground workers. A dedicated Senior SHE Manager has now joined the organisation to lead on corporate air quality, including London Underground, going forward, continuing to develop the Tube dust programme and build relationships across the organisation.

Safety, Health and Environment Quarterly report

Quarter 2 2022/23

Data Annex

Safety

Roads

For casualty numbers for people killed or seriously injured on London's roads (including by mode) please see the published TfL road danger reduction [dashboard](#). The dashboard can be filtered for different time ranges to get historic numbers as well as more recent data. Please see the [FAQ guidance](#) for help with using and understanding the dashboard.

Figure 1: Scorecard measure: Deaths and Serious Injuries (KSIs) in road traffic collisions
(source STATS19)

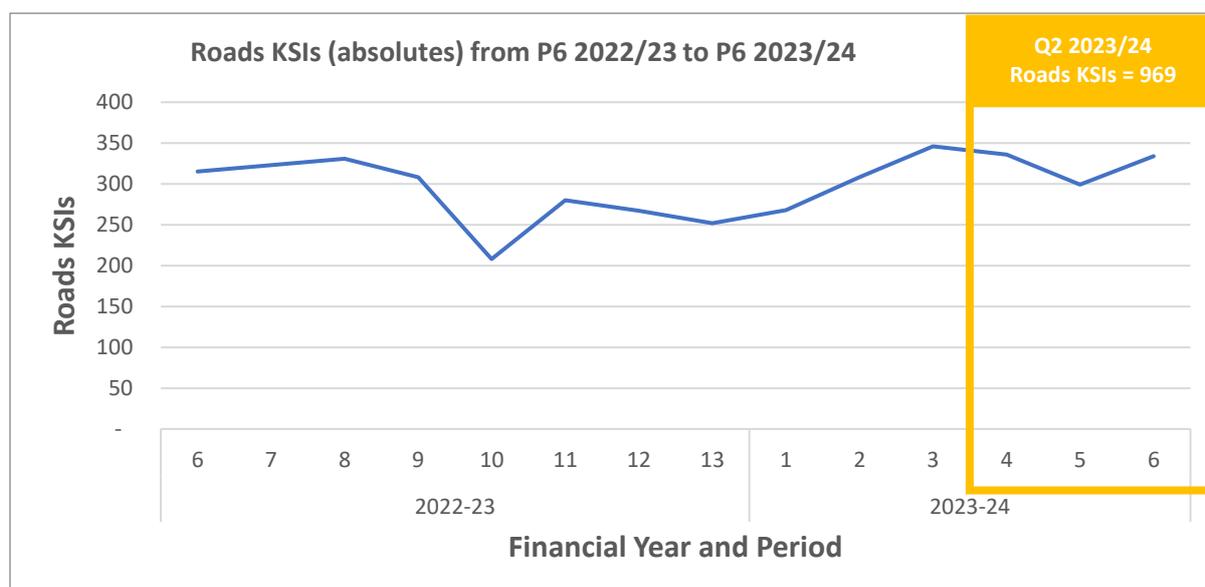
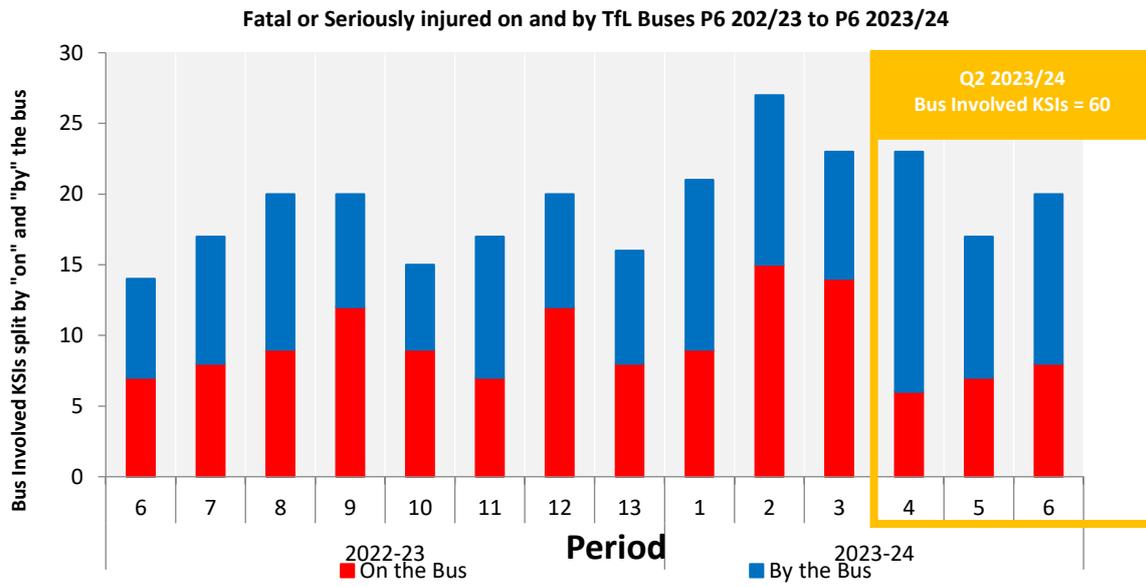


Figure 2: Scorecard measure: Numbers of fatal or serious injuries experienced by people on buses or in collision with buses (source *STATS19*)



Public Transport

The annual rail safety statistics [report](#) has been published by the ORR. The report includes London Underground statistics for fatalities and injuries for customers, workforce, trespassers and suicides.

Figure 3a: Customers killed or seriously injured per week in Quarter 2 (by mode) (source: IE2 and IRIS, date pulled from system: 23/10/2023)

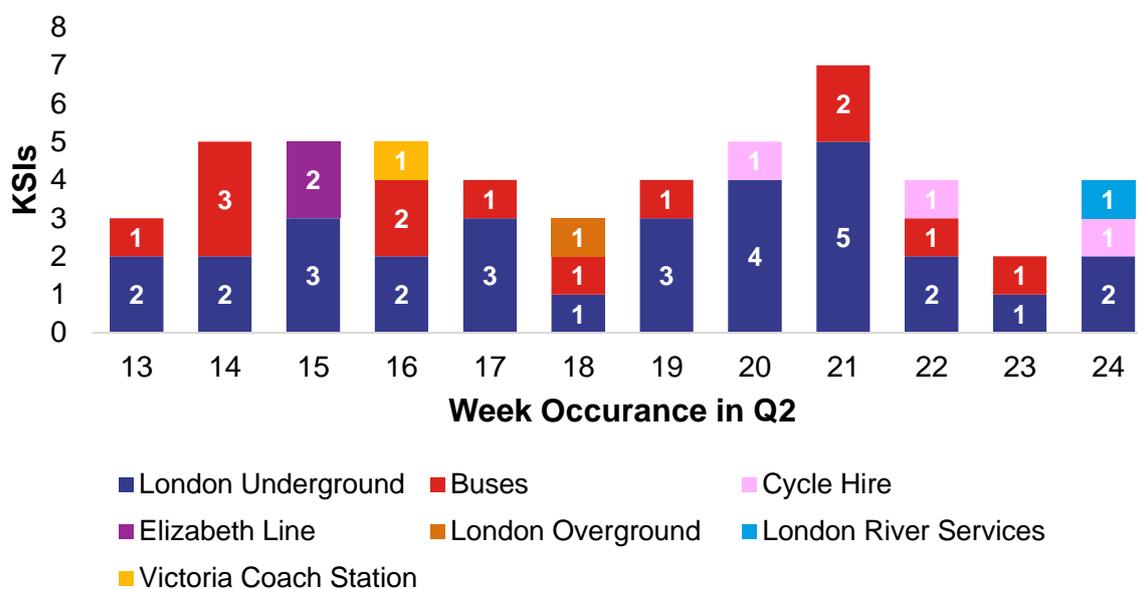


Figure 3b: Customers fatalities per week in Quarter 2 (by mode) (source: IE2 and IRIS, date pulled from system: 23/10/2023)

Mode	Week Number													
	13	14	15	16	17	18	19	20	21	22	23	24		
London Underground								1	1					

Workforce:

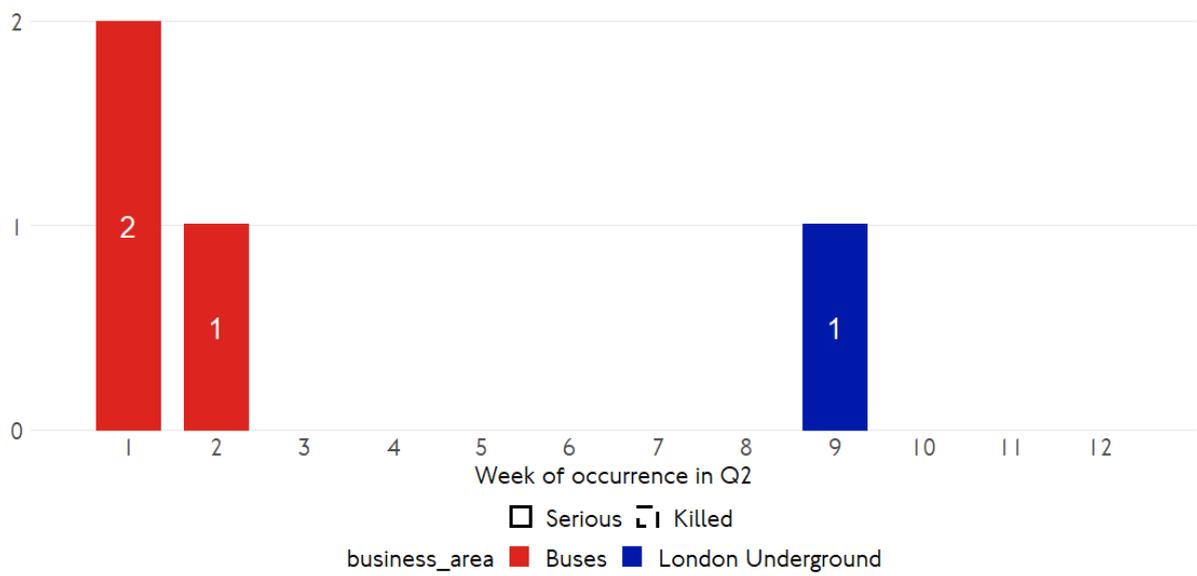
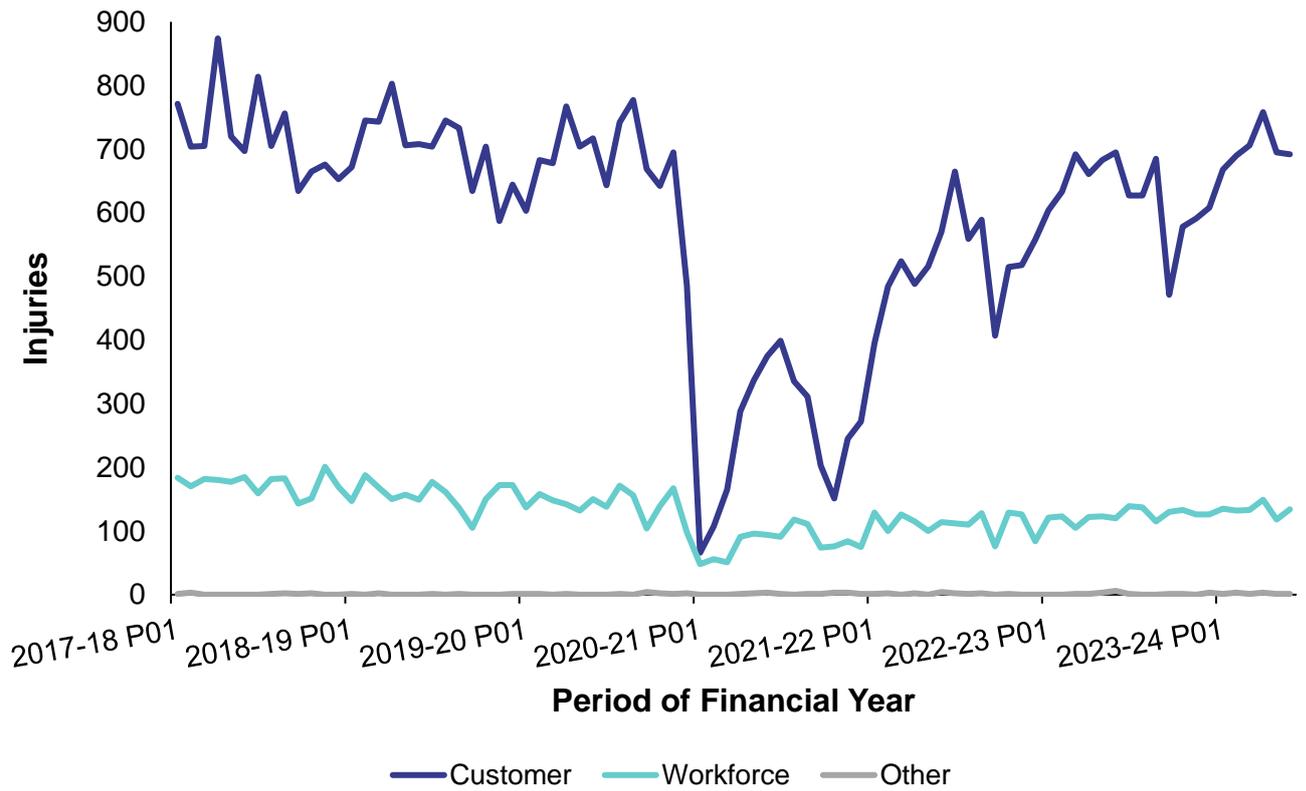


Figure 4: Customer and workforce injury numbers per period since 2017-18 (total)



Capital

Figure 5: RIDDOR accident frequency rate (per 100,000 hours worked)

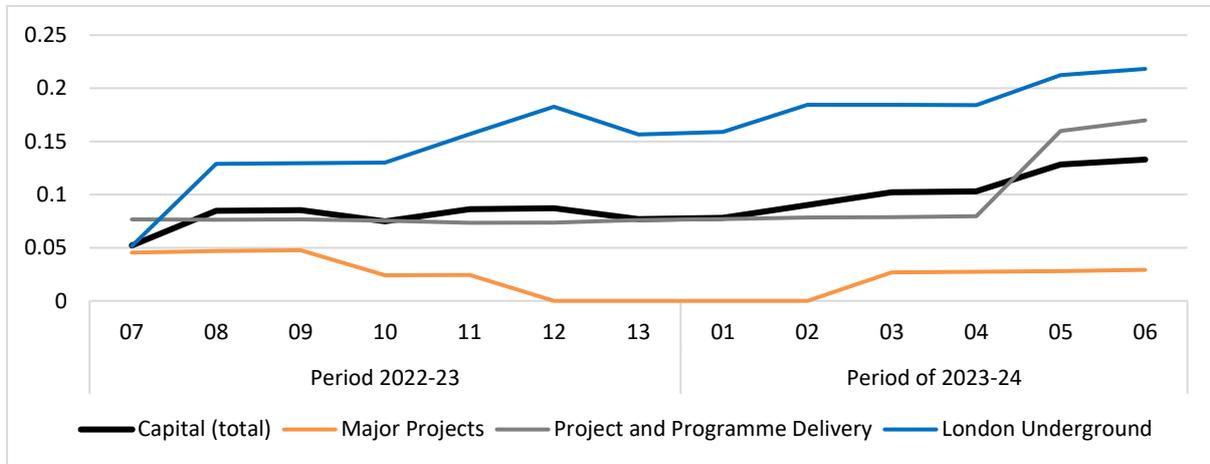


Figure 6: Lost time injury frequency rate (per 100,000 hours worked)

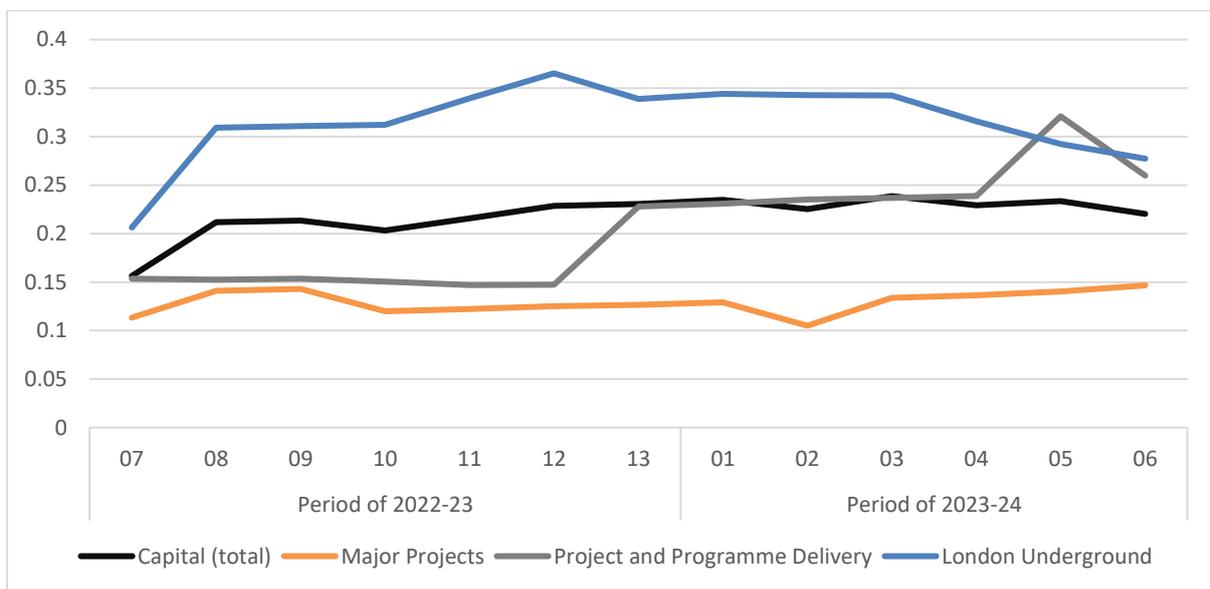
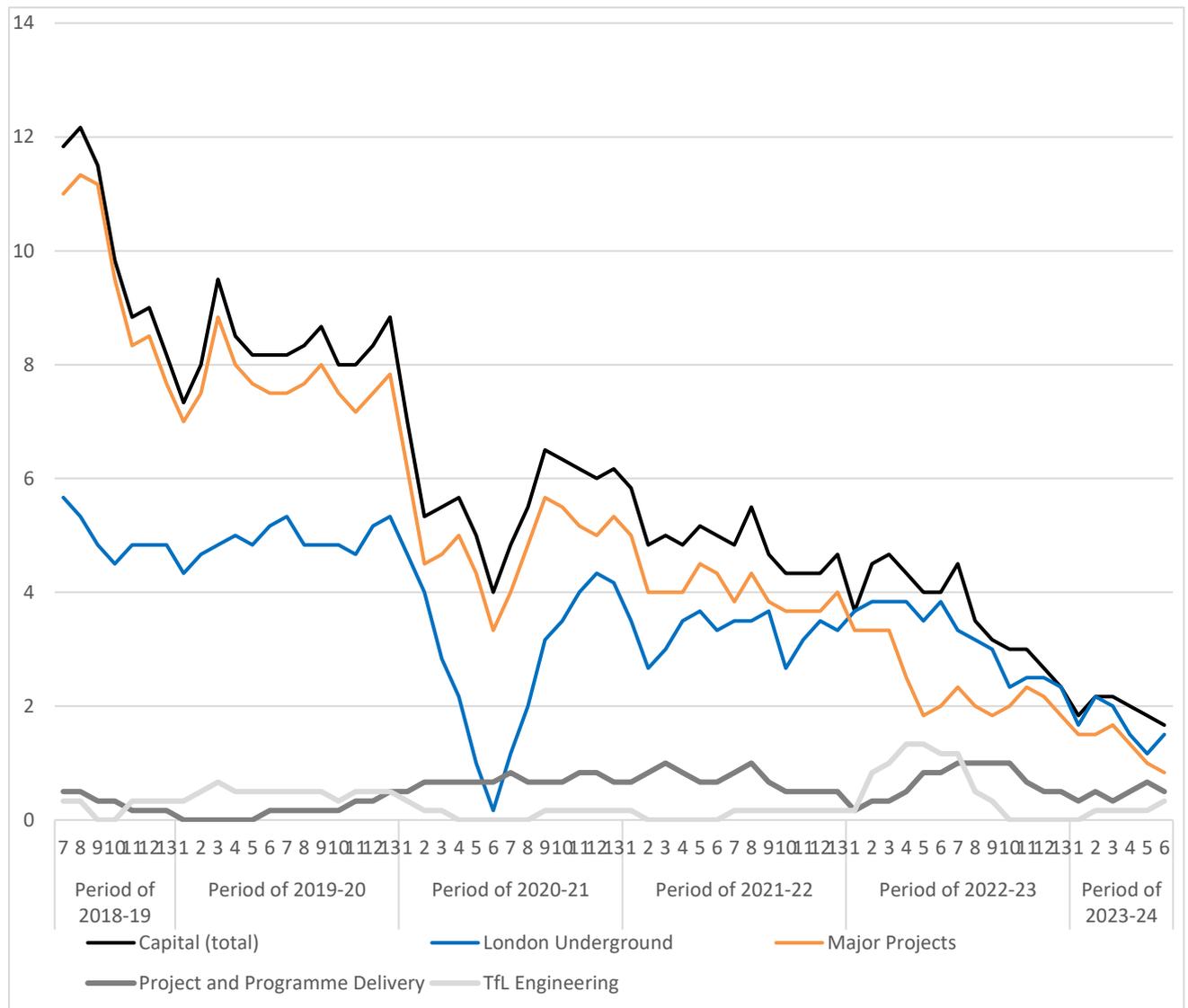


Figure 7: Total Capital workforce injuries (six-period average since 2018/19)



Security

Figure 8: Police recorded work-related violence with injury offence from April 2020 to August 2023

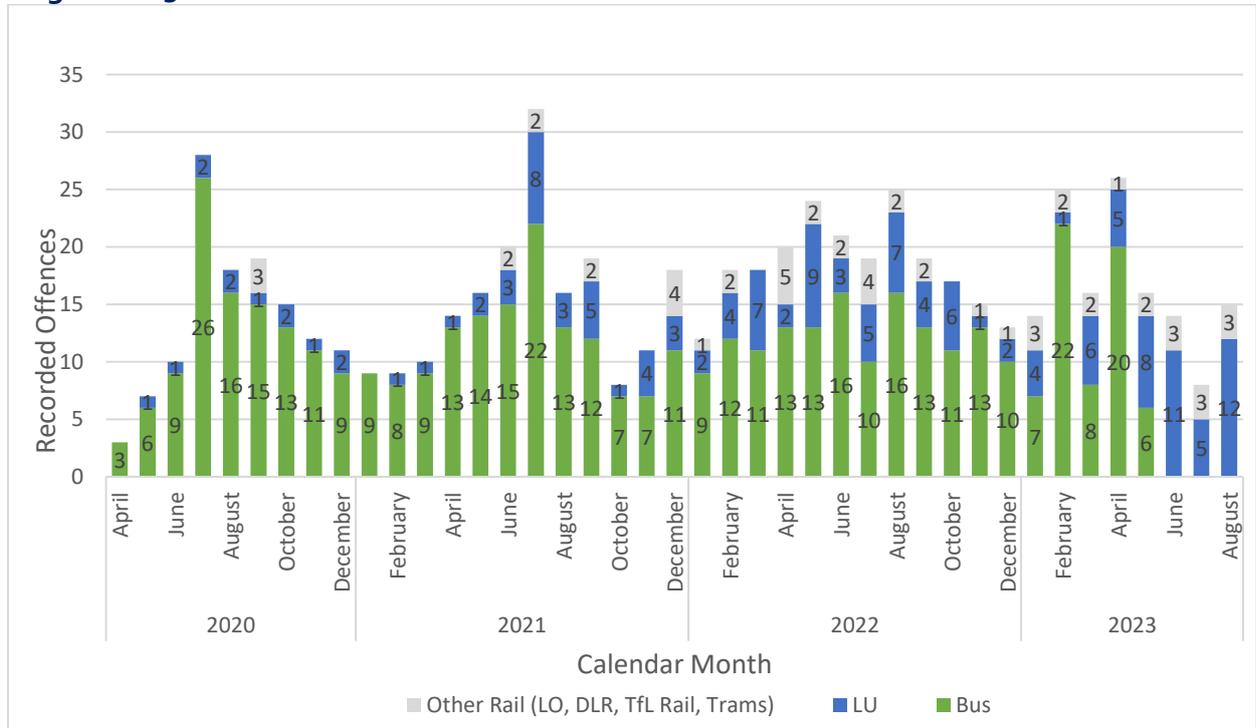


Figure 9: Solved rate for WVA offences investigated by the police from April 2020 to February 2023

(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).

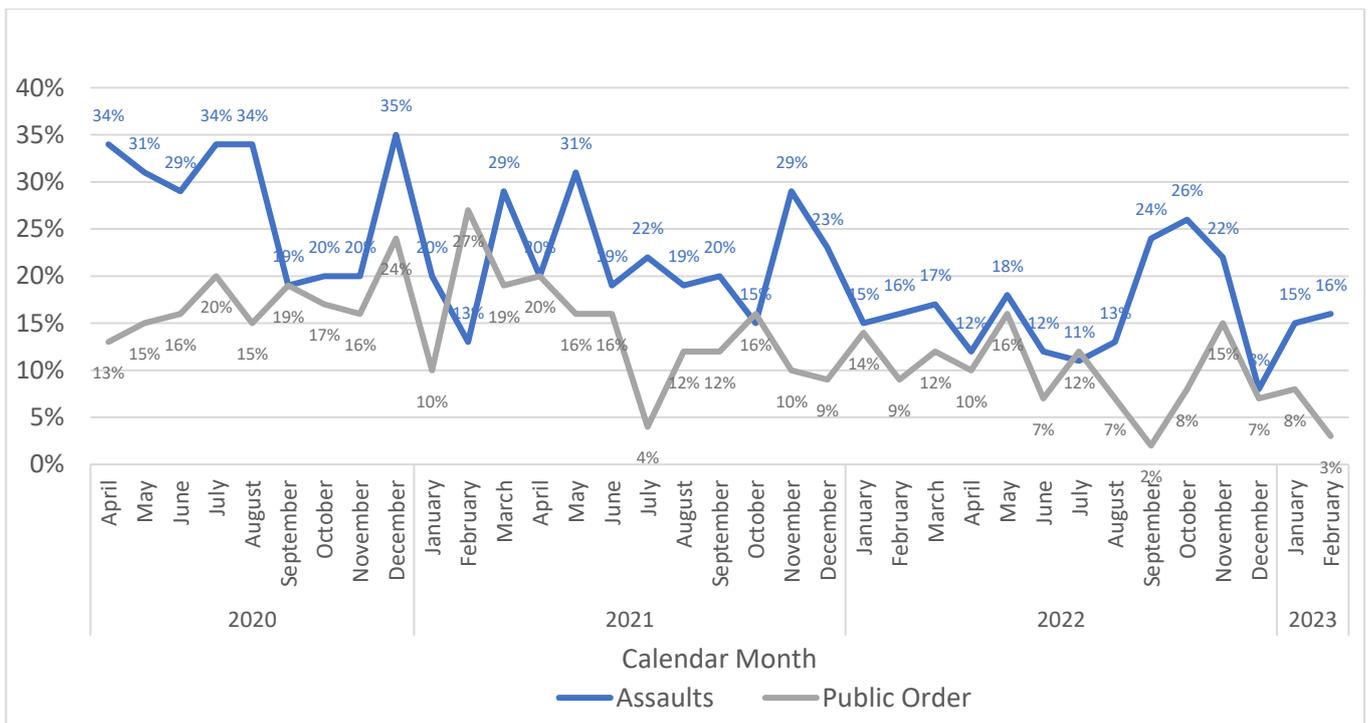
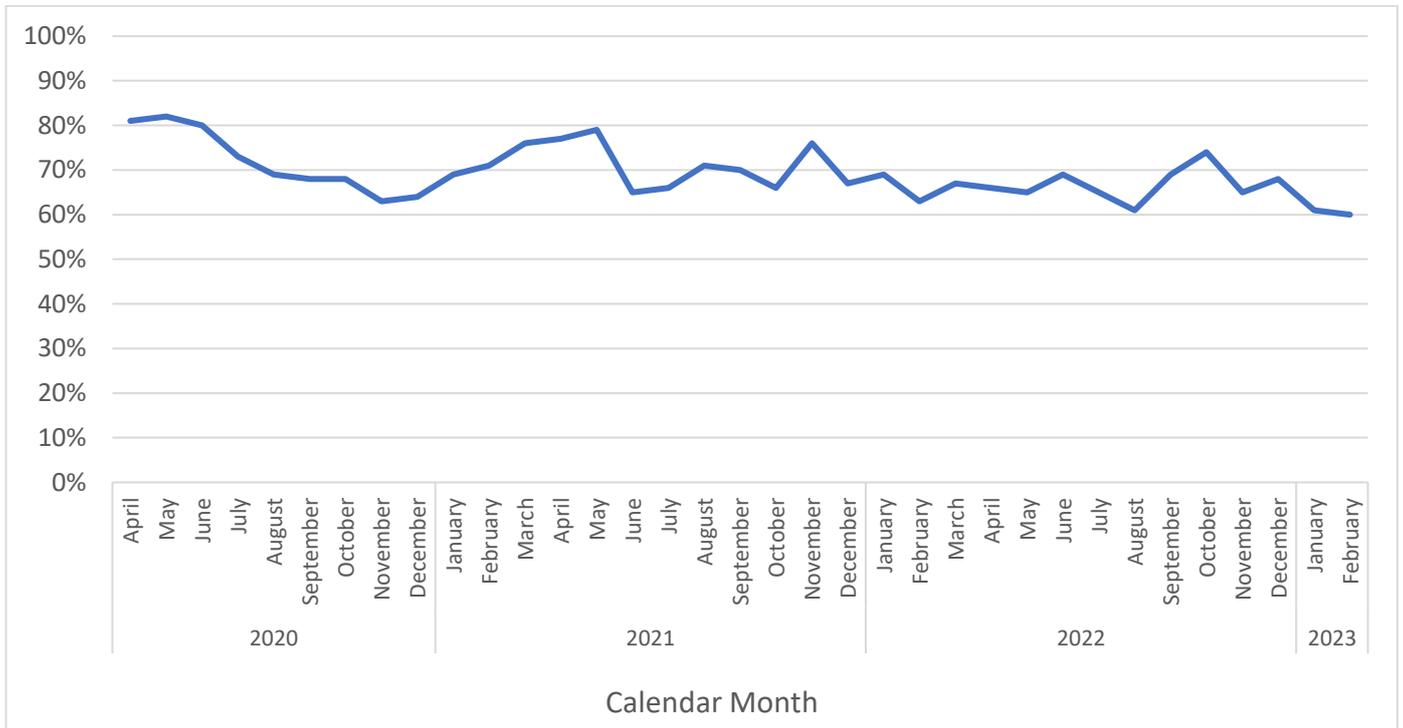


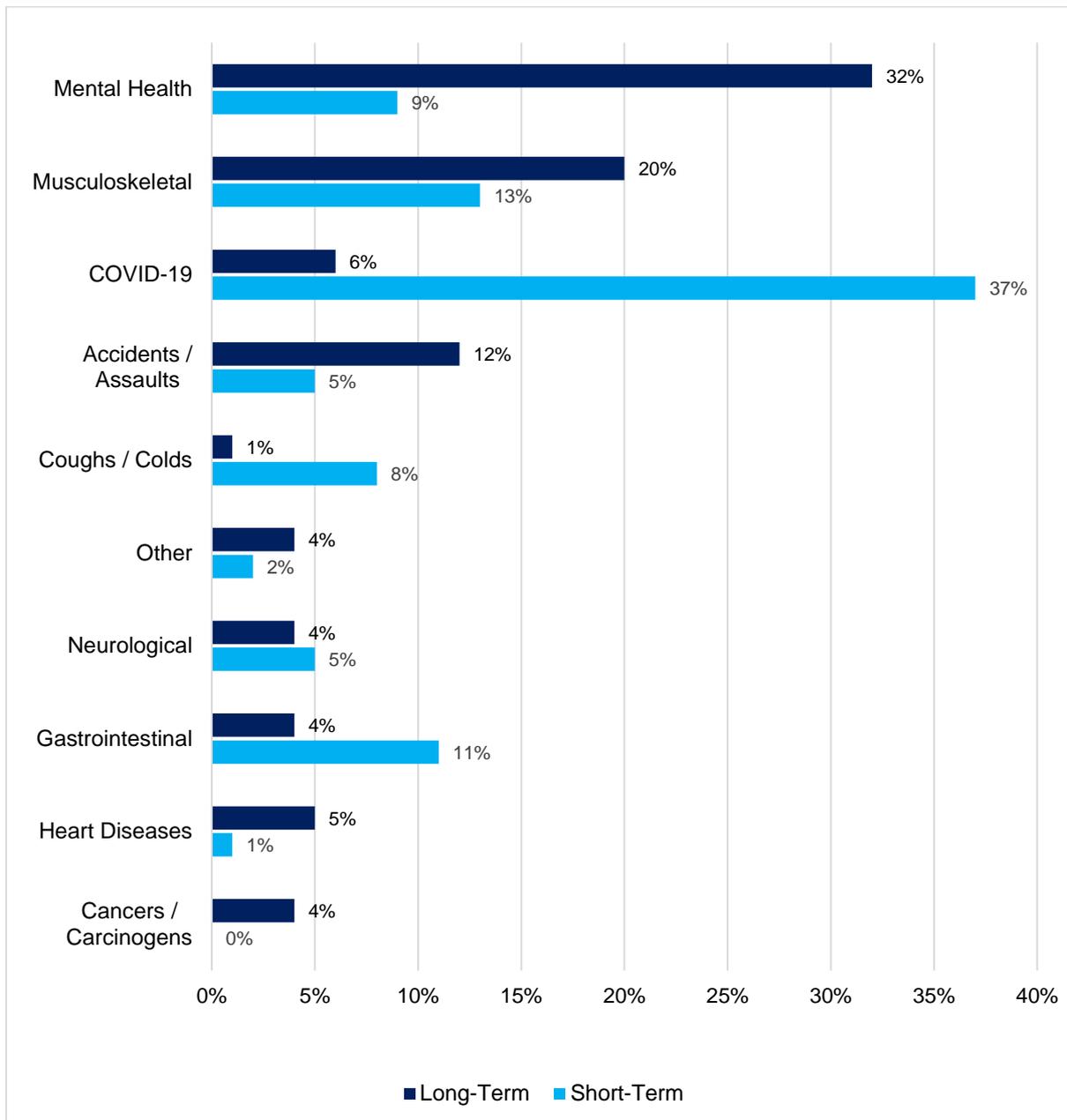
Figure 10: Percentage of Staff Willing to Support Police Investigations from April 2020 to February 2023 (all violence and public order offences)

(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).



Health

Figure 11: Top causes of long- and short-term absence in Quarter 2 2023/24



Environment

Figure 12: Electricity consumption – provisional – Quarter 2 2022/23 (Gigawatt hours)

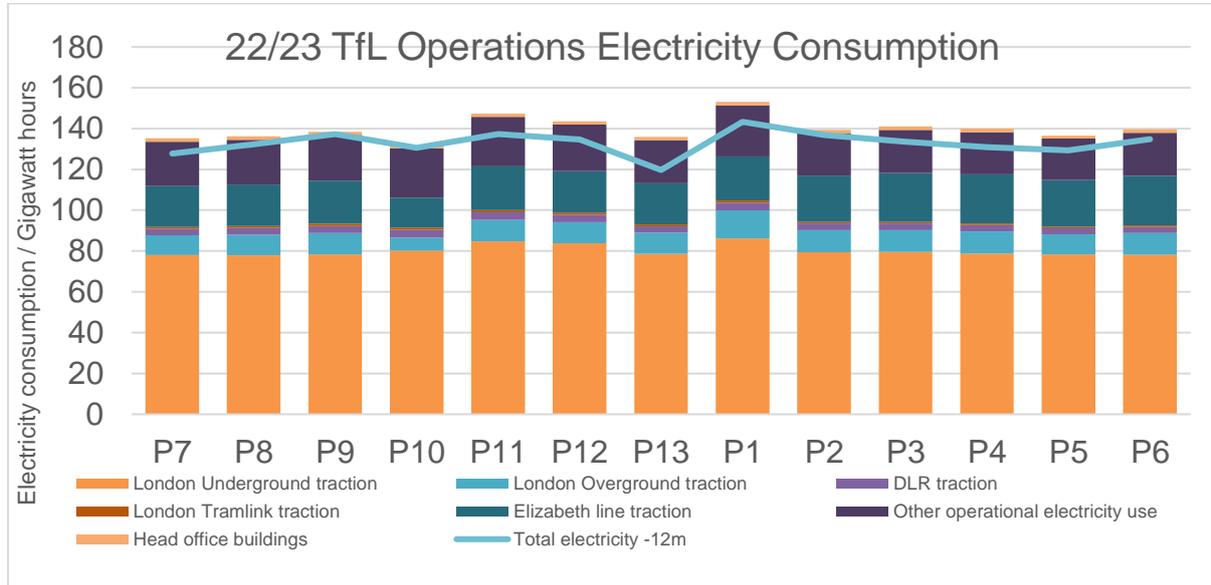
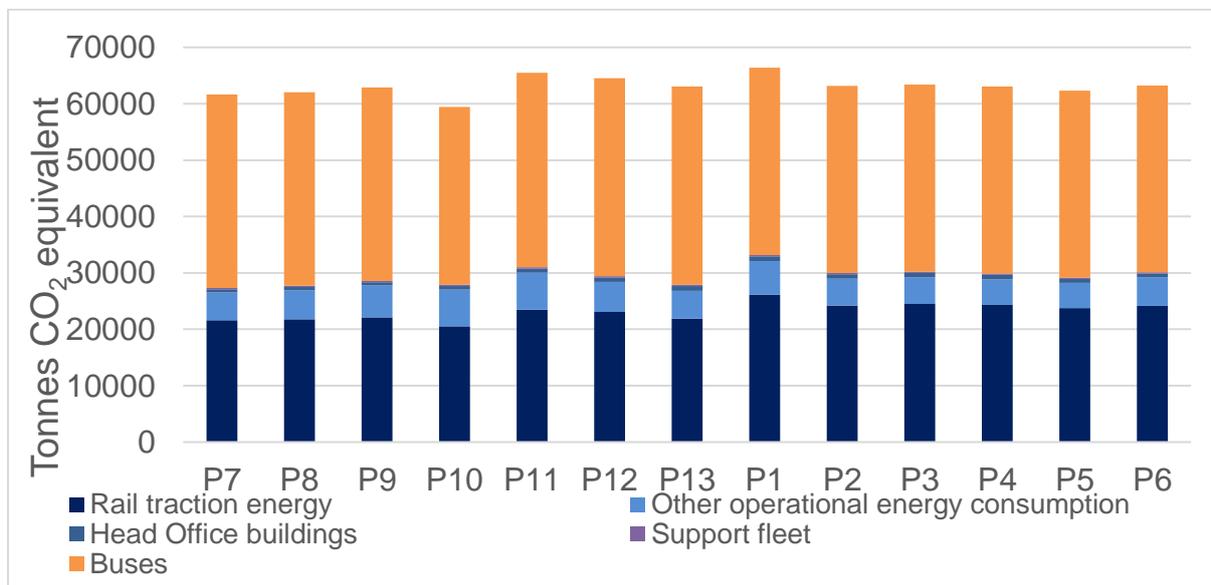


Figure 13: CO2 Emissions – provisional – Quarter 2 2023/24 (Gigawatt hours)



Safety, Sustainability and Human Resource Panel

Date: 15 November 2023

Item: Safety, Health and Environment Assurance Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this report is to give the Panel an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – ‘Inability to deliver safety objectives and obligations’, Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team. Information is also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident including cyber security’ as they correlate to ER1.
- 1.2 As of Quarter 2 of 2023/24 (25 June to 16 September 2023) (Q2) all QSSA audits have been planned and conclusions recorded against the applicable management system document. It is too early for analysis of results as a relatively small proportion of the management system has been covered in 2 quarters, but the audit planning stage has identified historical gaps in assurance and resulted in more comprehensive audits that address whole management system procedures. This indicates that the change of approach is working as we intended.
- 1.3 Appendix 1 provides a list of applicable audits undertaken in Q2. Audit reports issued are given a conclusion of ‘well controlled’, ‘adequately controlled’, ‘requires improvement’ or ‘poorly controlled’. Individual findings within audit reports are rated as high, medium or low priority.
- 1.4 Performance data is provided on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit and progress against actions, with comparisons provided across the last two years.

2 Recommendation

- 2.1 **The Panel is asked to note the report.**

3 Annual Quality, Safety and Security Assurance Audit Plan

- 3.1 The annual QSSA audit plan contains a series of second line of defence audits that address ER1, ER3, ER4 and ER6.

3.2 The 2023/24 audit plan was revised at the end of Q2 to ensure the proposed audits for Quarters 3 and 4 still reflect concerns of the business and assurance needs. This involved consultation with risk and management system owners from Safety, Health and Environment (SHE), Operations, Maintenance, Engineering Directorates and Security teams. Each audit has an identified sponsor within TfL to whom assurance is provided, typically a management system or risk owner or a TfL assurance team.

4 Work of Note this Quarter

4.1 ER1 and ER4 have both been reviewed and updated in Q2, with revisions made to the scope and risk ratings. An update on ER1 is included on the agenda for this meeting and ER4 is scheduled to be reviewed at the 29 November 2023 Audit and Assurance Committee meeting. There have been no changes of note to the causes, controls or ratings of ER3 and ER6 in Q2. ER6 will be revised in Quarter 3 following internal workshops.

4.2 Internal Audit issued one report against ER3 in Q2: 'Climate Adaptation - risk assessments' issued as a memo. Three other audits are in progress: 'Impact of Extreme Weather-Heavy Rain and Flooding' and 'Impact of Extreme Weather-Heat' both under ER3 and 'Safety Complaints Process' against ER1.

4.3 A total of 19 second line QSSA audits were delivered in Q2, taking the total to 67 per cent of the Quarter 1 (1 April to 24 June 2023) (Q1) and Q2 plan for 2023/24 (see Appendix 1 for the full detail of audits completed in Q2). This is slightly behind target but considered recoverable within the next two quarters.

4.4 Four audits were concluded as 'requires improvement', all have agreed and tracked action plans in place:

(a) London Underground (LU) Management of Lift and Escalator Incidents: elements of the associated procedure PR0775 did not fully reflect current practices and requires updating to ensure there is a consistent understanding amongst stakeholders of key definitions and decision points following an incident.

(b) Trams Incidents and Accidents Process Compliance: There was evidence of good communication between TfL and Trams Operations Limited regarding significant incidents. Some requirements of the procedure were not sufficiently evidenced and are the focus of the agreed actions.

(c) Payment Card Industry Data Security Standard (PCI DSS) Compliance Audit: TfL and London Transport Museum Operations Centre: Employee training was out of date and key manuals needed updating to reflect recent changes to the ticketing systems in use.

(d) PCI DSS Compliance Audit: TfL and London Transport Museum Shop. The documentation regarding staff training and asset data was out of date and missing key information.

4.5 Six audits were concluded as 'adequately controlled' and two audits were concluded as 'well controlled' along with six Integrated Systems audits which are not rated as they cover multiple subjects and risks.

- 4.6 The breakdown of the audits completed in Q2 by risk is as follows:
- (a) 10 audits were completed against ER1: six of which were Integrated Systems audits of LU, two were 'requires improvement', one was 'adequately controlled' and one was 'well controlled';
 - (b) six audits were completed against ER4 all of which were PCI DSS compliance audits: four of which were 'adequately controlled' and two were 'requires improvement'; and
 - (c) three audits were completed against ER6 and were concluded as 'well controlled', 'adequately controlled' and a memo.
- 4.7 QSSA has begun a series of internal reviews against ISO 55000 Asset Management as a gap analysis. The reviews are at the request of TfL Engineering to provide localised and overall findings against the ISO standard as a measure of good practice. The reviews will also be used to inform any future decisions regarding application of the standard. The first review has been completed within London Overground and has provided recommendations for further action structured around the standard. Further reviews are scheduled for the remainder of the year.

5 Cancelled and Deferred Work

- 5.1 All cancellations and deferrals are undertaken in consultation with the sponsor. Two audits were cancelled in Q2:
- (a) Consultancy: TfL Control of Track Access. This was cancelled as a SHE 'deep dive' is currently taking place on this subject which will make recommendations to improve control; and
 - (b) Supplier Assurance: Compliance with LU Fire Standards. This was cancelled as the contract is being revised, introducing new requirements which will require assurance at a later date.
- 5.2 Two audits were deferred to next year's audit plan:
- (a) Rail for London Infrastructure Limited ISO 55000 Asset Management gap analysis assessment'. This has been deferred to 2024/25 after an initial external review in 2023, and
 - (b) Trams On-Track Plant and Machines. This has been deferred as the audit was intended to verify the actions from the 2022 audit have been effective. The audit actions have not yet been fully implemented.

6 Performance and Trends

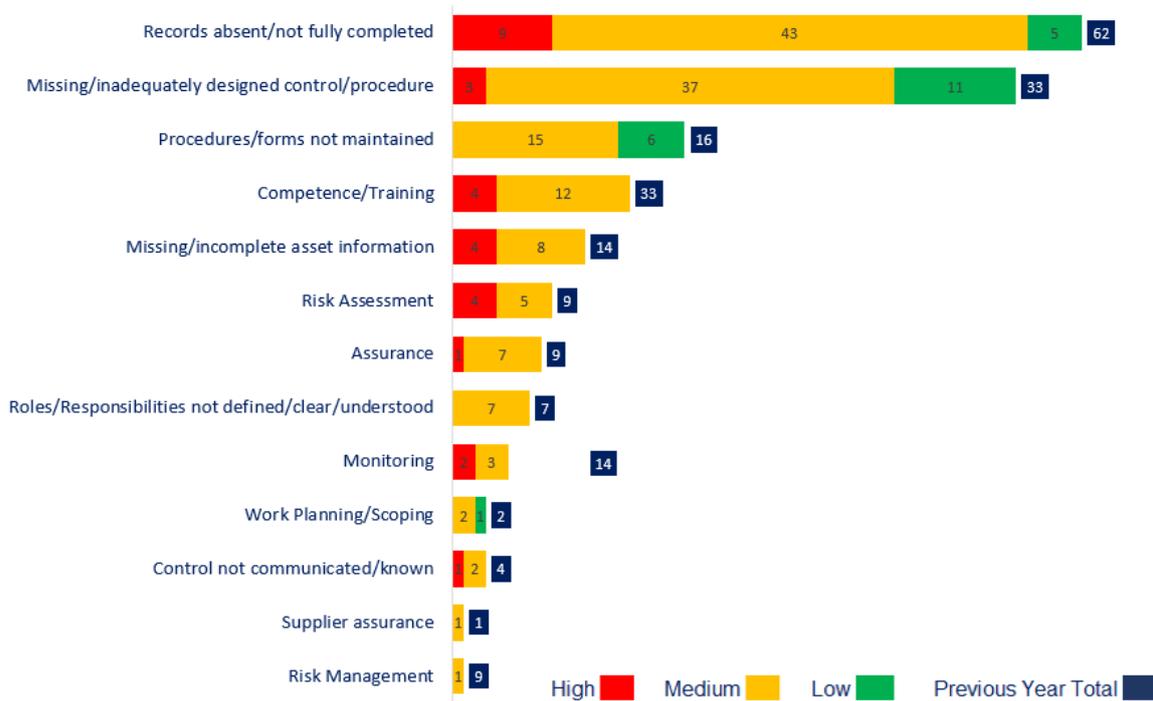
- 6.1 There were 88 QSSA audits issued in the last four quarters (Quarter 3 of 2022/23 to Q2 2023/24), a decrease from 97 issued in the previous four quarters. The distribution of audits across Enterprise Risks and Chief Officers is generally consistent across the last two years. The breakdown of these audits in the last four quarters is as follows.

- (a) 48 audits against ER1 (including the Integrated Systems audits in (b) below);
- (b) 27 Integrated Systems audits (assessing LU operational and maintenance team compliance with a range of management system requirements including SHE, competence and finance);
- (c) four audits against ER3 (in previous years ER3 audits were included in ER1);
- (d) 14 audits of TfL asset quality and compliance with internal or industry standards against ER6; and
- (e) 22 audits against ER4 comprising of 20 Payment Card Industry Data Security Standard (PCI DSS) compliance audits and two audits against TfL standards or legislation.

6.2 The audits in the last four quarters were concluded as eight 'well controlled', 24 'adequately controlled', 19 'requires improvement' and four 'poorly controlled'. Comparing the last two years, there has been an increase in the number of 'requires improvement' conclusions in the last four quarters compared with the four quarters prior to that, increasing from 14 percent to 22 percent of the total (see Appendix 2). In the same period of time the percentage of 'adequately controlled' conclusions has reduced from 42 to 27 percent. The biggest difference is the increase in PCI DSS audits concluded as 'requires improvement' and reduction in audits concluded as 'adequately controlled'. Common themes from the PCI DSS audits are employee training, asset records and maintenance of roles and responsibilities during organisational change. Annual training is monitored via TfL's internal online 'Ezone' training site and reminders provided via email to ensure users remain up to date with requirements.

6.3 Individual audit findings with actions are codified to allow for greater trend analysis (see Graph 1 below). The most commonly occurring findings relate to non-compliances with TfL management systems, industry standards or legal requirements, this is consistent with the nature of our assurance work at the second line of defence. These non-compliances predominately manifest as 'missing/incomplete records' or 'ineffective procedures' which are both primary sources of evidence for an auditor. This theme was highlighted as a business issue in the 2022/23 TfL Annual Audit Opinion submitted to the Audit and Assurance Committee in June 2023. Competence and training records have fallen from the third to the fourth most common finding following a period of increased focus in 2022/23. Ensuring management systems documents are up to date and strengthening assurance at the first line would reduce the number of findings in these categories.

Graph 1: QSSA Audit Findings Q3 2022/23 – Q2 2023/24



6.4 Work continues on the management of actions, particularly overdue actions with management teams and the Chief Officers. There has been a significant improvement in the management of actions in 2023/24, with the lowest number of actions over 100 days for a number of years. However, there has been an overall increase in the number of overdue actions in Q2. The work to address the number of actions over 100 days overdue has been effective and we will work with the senior leadership to similarly address the other overdue actions.

6.5 At the end of Q2 there were 51 overdue actions out of 100, with 14 more than 100 days overdue. This compares with 26 overdue out of 113, with 11 over 100 days overdue at the end of Q1. The number of actions closed on time steadily increased in the past six months from 38 to 42 per cent (40 to 61 actions) and there has been a decrease in the number of actions extended from 19 to nine per cent (20 to one action).

7 SHE Directorate Assurance Update

7.1 In Q2, configuration of the pan-TfL digital assurance tool (iAuditor) was completed for Network Management and Resilience. This almost completes full rollout in TfL Operations. SHE is currently configuring iAuditor for the Asset Performance and Delivery business areas.

7.2 As part of our development of TfL’s capability to provide SHE assurance systematically and consistently across our local management teams, local manager SHE checks have been developed. These digital assurance checks focus on SHE systems/ process compliance, enabling local managers to easily check how well they are complying with SHE Management System requirements. The checks will be made fully available to local managers in Quarter 3.

- 7.3 SHE has started an assurance and benchmarking activity, to identify how well local business areas are planning SHE assurance activities, carrying out SHE activities, checking the outcomes of assurance activities, and acting on the outcomes of SHE assurance activities. Our digital SHE assurance tool will be used to capture and analyse the data. The purpose of the activity is to benchmark how mature each business area is, in relation to SHE assurance, and will provide baselines for key SHE assurance activities such as local inspections (Planned General Inspections) and SHE Leadership Engagement Tours. It will also provide the opportunity to further promote the use of our digital SHE assurance tool within the business.
- 7.4 SHE assurance data from our digital SHE assurance tool is now being reported on the TfL Operations Thematic Scorecard. The Manager Inspections metric measures key SHE assurance activities across TfL Operations. The first activities to be reported are local inspections (Planned General Inspections) and SHE Leadership Engagement Tours. Initially, this will be a target-free metric for the whole of TfL Operations. The metric will then be developed to include a breakdown by business areas and completion against baselines established with the respective business areas by the end of the financial year.
- 7.5 SHE has started working with the Chief Capital Officer's area to develop a SHE assurance metric for Capital. This metric will include Planned General Inspections completed vs planned, SHE Leadership Engagement Tours completed vs planned and compliance with requirements in the SHE Management System. The plan is to start reporting as shadow metrics from Quarter 1 of 2024/25 2024/25. SHE will update the Panel further as development progresses.

List of appendices:

Appendix 1: QSSA Audits Completed in Q2 against ER1, ER3, ER4 and ER6

Appendix 2: QSSA Audit Data

List of Background Papers:

None

Contact: Mike Shirbon, Head of Quality, Safety and Security Assurance
Email: Mike.shirbon@tube.tfl.gov.uk

Appendix 1 – Quality, Safety and Security Assurance Audits Completed in Quarter 2 of 2023/24

ER1 Inability to deliver safety objectives and obligations

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Rail and Sponsored Services	23 705	London Overground (LO) Incident Investigation Process	To assess compliance and effectiveness of process, particularly following up on recommendations regarding investigations and cascade of learnings.	Adequately Controlled	The general management of incident reports and recommendations was evidenced to a consistent and satisfactory standard. Two observations were raised.
Asset Performance Delivery	23 704	London Underground (LU) Management of Lift and Escalator Incidents	To assess whether lift and escalator incidents are being reported, investigated and processed in accordance with procedure PR0775	Requires Improvement	LU Management of Lift and Escalator Incidents: elements of procedure PR0775 did not fully reflect current practices and requires updating to ensure there is a consistent understanding amongst stakeholders of key definitions and decision points following an incident.
Rail and Sponsored Services	23 706	Trams Incidents and Accidents Process Compliance	To assess compliance with the trams incidents and accidents procedure	Requires Improvement	There was good evidence of communication between TfL and Trams Operating Limited regarding significant incidents. Some requirements of the procedure were not sufficiently evidenced and are the focus of the agreed actions.
Engineering and Asset Strategy	23 726	LU Jubilee Northern Piccadilly lines Signal Engineers Competence Management	To check compliance with the Institution of Railway Signal Engineers (IRSE) requirements for signalling competence	Well Controlled	The requirements of the IRSE standard for competence of signalling staff were fully evidenced.

Integrated Systems Audits

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery	23 741	Neasden Depot Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	79.4 per cent Conformance, 50 Green, 3 Amber, 10 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 728	Warwick Avenue Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	93 per cent Conformance, 51 Green, 1 Amber, 3 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 734	Amersham Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	68 per cent Conformance, 36 Green, 1 Amber, 16 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 735	Colliers Wood Area Stations Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	73 per cent Conformance, 38 Green, 1 Amber, 13 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 733	LU Mansion House Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	68 per cent Conformance, 39 Green, 18 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 736	Knightsbridge Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	66 per cent Conformance, 38 Green, 2 Amber, 18 Red (compliant, minor non-compliance, major non-compliance)

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ER3 Environment including climate adaptation

Nil.

ER4 Significant security incident

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
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Chief Operating Officer	23 742	Payment Card Industry Data Security Standard (PCI DSS) Compliance Audit: Bus Stop Closures	To seek assurance that the Bus Stop Closures is operating in compliance with the PCI DSS v4.0 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The Bus Stop Enforcement team was found to be operating in compliance with the PCI DSS.
Chief Customer and Strategy Officer	23 745	PCI DSS Compliance Audit: Art on the Underground (AoU)	To seek assurance that the AoU team is operating in compliance with PCI DSS v3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The AoU team are not currently taking card payments or in the past 12 months and are not using the card machine which remains securely stored within the office.
Security, Policing and Enforcement	23 748	PCI DSS Compliance Audit: Compliance, Policing Operations and Security	To seek assurance that Compliance, Policing Operations and Security is operating in compliance with the PCI DSS v.4.0 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The external PCI Qualified Security Assessor recommended the exclusion of TfL Compliance, Policing Operations and Security from TfL's PCI DSS scope on the basis that PCI DSS does not supersede the requirement for TfL to support statutory legislation and byelaws in relation to the investigation and prosecution of crime.
Business Services	23 750	PCI DSS Compliance Audit: Staff Travel	To seek assurance that Staff Travel is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The Staff Travel team are not currently taking card payments and are not using the payment card machine which remains securely stored within the office.
London Transport Museum	23 743	PCI DSS Compliance Audit: TfL and London Transport Museum (LTM) Operations Centre	To seek assurance that the LTM Operations Centre are operating in compliance with the PCI DSS v4.0 and additionally TfL's contractual obligations to its Acquiring Banks.	Requires Improvement	The LTM Operations Centre was found to be non-compliant to the PCI DSS. Employee training was out of date and key manuals needed updating to reflect recent changes to the ticketing systems in use.
Chief Customer and Strategy Officer	23 744	PCI DSS Compliance Audit: TfL and LTM Shop	To seek assurance that the LTM shops are operating in compliance with the PCI DSS v.4.0 and additionally TfL's contractual obligations to its Acquiring Banks.	Requires Improvement	The LTM Shop was found to be non-compliant to the PCI DSS. The documentation regarding staff training and asset data was out of date and missing key information.

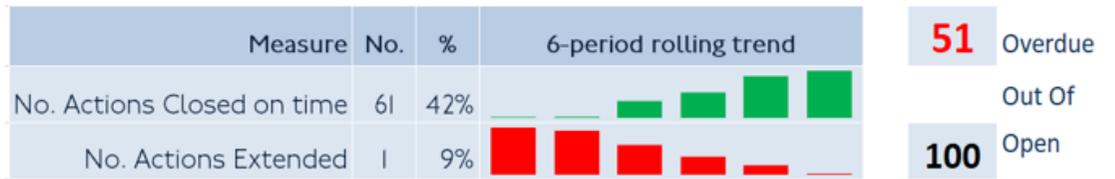
ER6 Deterioration of operational performance

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Network Management and Resilience	23 707	Surface Asset Operations Electrical Inspections	To provide assurance that the recommendations from the previous audit have been fully implemented and are effective	Adequately Controlled	The significant changes implemented across the Asset Operations team and the controls from the previous audit 21 735 remain effective. The data migration plan to the Maximo system and detailed audit programme are in progress and monitored by the regular Continued Safe Operation meeting. Three medium and one low priority issues and two good practices were raised for this audit.
Rail and Sponsored Services	23 720	LO ISO 55000 Asset Management Assessment	To assess the LO Asset Management System using the Institute of Asset Management self-assessment methodology	Memo	The assessment identified that the LO Asset Management System maturity met most of the ISO 55000 standard. Areas that need to mature and will be included in LO improvements plans were competence, updating documented information, audit and corrective action and management review.
Asset Performance Delivery	23 723	LU Wimbledon Branch, Assurance of Network Rail Signal Maintenance	To test compliance with contractual requirements and standard S1532	Well Controlled	The was good evidence of compliance with the LU standards and contractual agreement.

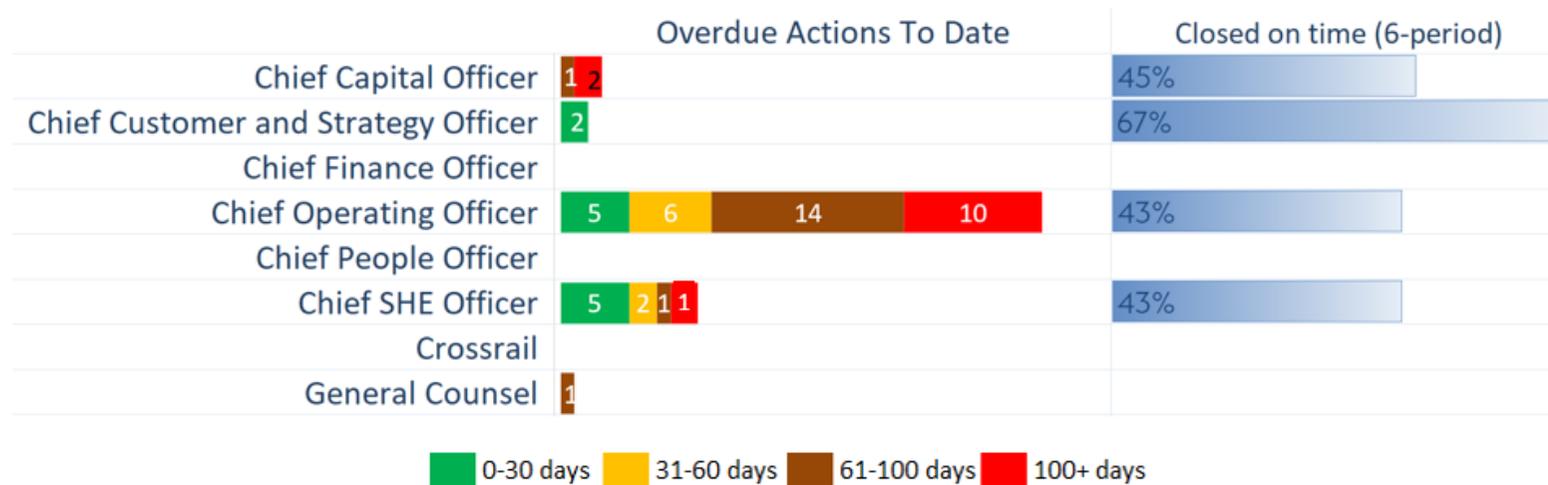
Audit Progress against Q1 and 2 2023/24 Plan



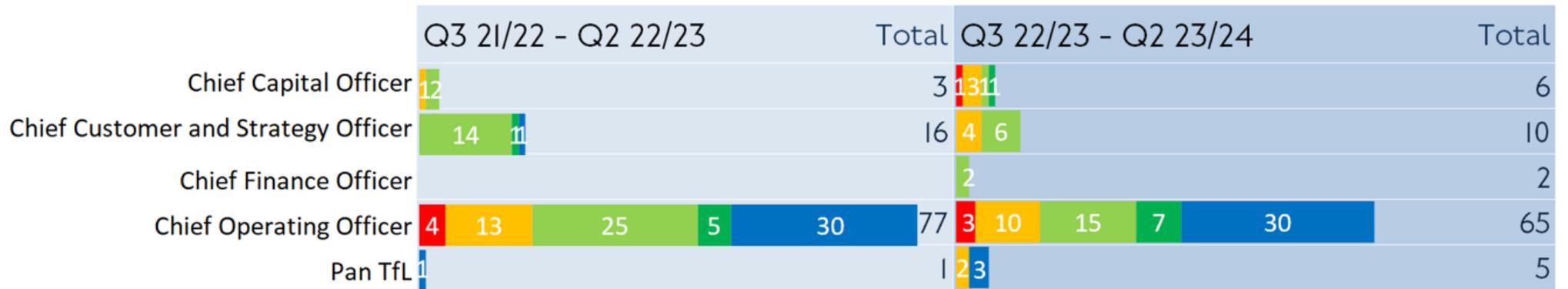
Open Audit Actions - Overall Tfl Performance (6-Period trend)



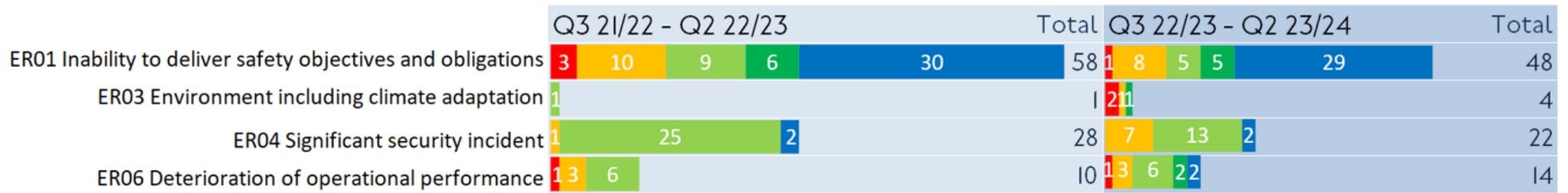
Action Management - By Directorate by Overdue Days



Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)



Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)



Date: 15 November 2023

Item: Members' Suggestions for Future Agenda Discussions

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel these are the Health, Safety and Environment Quarterly Report and the Human Resources Quarterly Report.
 - (b) Regular items which are for review and approval or noting such as the Health, Safety and Environment Annual Report.
 - (c) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Safety, Sustainability and Human Resources Panel Plan.

List of Background Papers:

None

Contact Officer: Andrea Clarke, Interim General Counsel

Email: AndreaClarke@tfl.gov.uk

Safety, Sustainability and Human Resources Panel Forward Planner 2023/24

Appendix 1

Membership: Dr Lynn Sloman MBE (Chair), Dr Nina Skorupska CBE (Vice Chair), Kay Carberry CBE, Bronwen Handyside, Dr Mee Ling Ng OBE, Mark Phillips and Marie Pye.

Abbreviations: CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), CCO (Chief Capital Officer), COO (Chief Operating Officer), CPO (Chief People Officer), CSHEO (Chief Safety, Health and Environment Officer), D (Director), Director of Risk and Assurance (DRA)

Standing items to each meeting		
Safety, Health and Environment Quarterly Report	CSHEO	Standing item
Our Colleague Quarterly Report	CPO	Standing item
Safety, Health and Environment Assurance Report	DRA	Standing item

21 February 2024		
Road Risk – Infrastructure	CSHEO	To note
Capital Safety Strategy	CSHEO	To note
Ultra Low Emission Zone Update	CSHEO	To note
Green Infrastructure and Biodiversity	CSHEO	To note
Adaptation Update	CSHEO	To note
TfL Youth Panel report recommendation response	CSHEO	To note
Health and Wellbeing Strategy	CPO	To note
Approach to Reward	CPO	To note
Approach to Talent	CPO	To note
Enterprise Risk Update – Attraction, Retention, Wellbeing and Health of our Employees (ER2)	CPO	Standing item

To be scheduled:

SHE Annual Report: Benchmarking

It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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